

Sales Management

SALESMEN'S MORALE

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Are you prepared or have you only been planning? PAGE 40★

BRAND NAMES

Brand Names Research Foundation—plans and progress

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Significant Trends—Scratch Pad—High-Spot Cities



THREE FEATHERS

Reserve

*First among
fine whiskies*



Enjoy this fine Whiskey...
AT ITS PRE-WAR BEST!

Rare pre-war *whiskies in Three Feathers are skillfully blended with the choicest of American grain neutral spirits. Three Feathers, at its pre-war best, is deservedly termed "First Among Fine Whiskies"!

Three Feathers Distributors, Inc., N. Y. Blended Whiskey, 86 proof. *The straight whiskies in this product are 5 years or more old. 40% straight whiskey, 60% grain neutral spirits.
FEATHER YOUR NEST... HOLD THE WAR BONDS YOU BUY!



ONE

does it—in Philadelphia

One newspaper—in this City of Homes—bids good evening to nearly 4 out of 5 Philadelphia families daily—covers this *third largest market* for the advertiser with the thrift of Ben Franklin. That *one newspaper* is The Evening Bulletin—leader for 40 consecutive years—and with the largest evening circulation in America. Over 600,000!

In Philadelphia—nearly everybody reads The Bulletin

Sales Management

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square bubble?

JUNIOR will tell you that bubbles are round...always have been. But *why*?

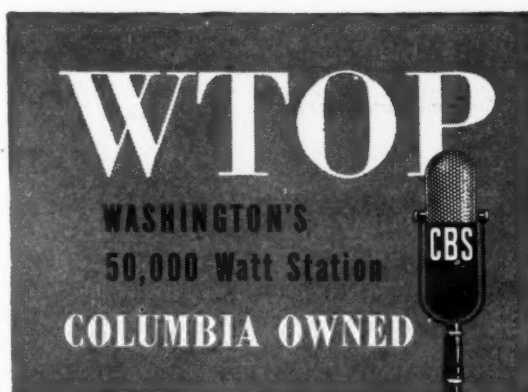
In the nation's capital there's an anonymous little man who devotes his time to the pursuit of miscellaneous knowledge. He burrows in filing cabinets and devours the pages of erudite volumes. WTOP listeners call him the *Factfinder*—and, for him, the explanation of why bubbles are round is no brain-buster at all. In a scientific yet unstuffy manner he makes *knowing things* a happy combination of fun, entertainment and attractive listening.

Not always academic, he's found out how many steps there are to the tip of the Washington Monument (898) or what to do if you're invited to a White House dinner (go). WTOP's *Factfinder*, aided by his omniscient staff, is a hawkshaw of knowledge, regularly hunting down information people want to know, then presenting it over the air so simply that it sounds far easier than it really is.

Washington is a logical hunting ground for the *Factfinder*. He has the run of the Library of Congress (with 7,300,000 volumes, pamphlets, periodicals), maintains his own towering file of books, clippings and data, and uses the full facilities of a famous question-and-answer organization whose columns are nationally syndicated.

The Monday-through-Friday broadcasts of the *Factfinder* (5:45-6:00 P.M.) are all sold out to the same sponsor. We tailored them expressly to his needs a few weeks ago, bracketing them between two of WTOP's most popular newscasts. Creating special program ideas and airing them at smart spots in our daily schedule is a commonplace procedure for WTOP. So, if *you* have a question (such as "What kind of a show could WTOP build for me?"), better see us or Radio Sales. Don't ask the *Factfinder*—he's busy trying to find out how many rabbits there were as of last Tuesday.

Represented by Radio Sales, the
SPOT Broadcasting Division of CBS





Dear Mr. Manville... Come In!

One evening last August, Antoinette Monique Quilleret heard a friend of her husband's complaining about the acute embarrassment he had suffered at the hands of an amused saleswoman when he tried to buy his wife a frilly nightgown. In fifteen minutes, being French, Antoinette had worked out a new business in her head. There must, she reasoned, be thousands of long-suffering, beet-red men in New York City who, at least once a year, have to buy something like a frilly nightgown. She would open a woman's specialty shop—dedicated to men customers only!

It's typical of Madame Q that, eleven weeks from the night she had listened to her husband's misjudged friend, her new shop, "Q's," opened its Madison Avenue doors to a curious and grateful clientele—all men. Women read the legend on the door which proclaims that the shop is "Respectfully Dedicated to Men," and keep going—just far enough to get to their husbands and to drop a bug in their ears.



The lady knows her "P's" and "Q's." She's Madame Quilleret. Her New York City shop, "Q's," dedicated to men, is doing nicely, thanks to a clientele who'd seen every thing—but this.

Madame Quilleret is as paradoxical as her new shop—women's Tennis champion of Morocco, she prefers a Russian ballet to the Davis Cup matches; a gourmet from way back, she is keen for American hamburgers. After studying at the Sorbonne she turned her back on arts and letters and entered the marmalade business in Morocco. Polishing off the marmalade, she became assistant director of M. Paguin's world-famous fashion salon in Paris. When war broke out in Europe she and her sister-in-law founded the first Fighting French Relief, and later, in the United States, she organized and became captain of the Motor Corps of the Paoli (Pa.) Branch of the American Red Cross, selected by national headquarters as a model for branches. Still later she turned up as personnel director for the Universal Molded Products Co., Bristol, Va. She'd be there now if her doctor hadn't told her to let up or get ploughed under. But rest to Mme. Q meant only one thing—a change of occupation.

Her shop itself is calculated to put any man at ease. There are comfortable chairs, long, low glass showcases filled with everything from sable muffs to coq feathers. The salesladies are models of understanding and can supply just the bed-jacket for the she's-about-this-big (done with the hands) type of girl. Nobody flicks an eyelash when the inevitable big businessman turns up for a black lace nightie.

But Mme. Q goes into the typical Gallic gales when she tells you about the two soldiers who read the door, came in and asked, "Is this place *really* dedicated to men?" They were assured that it was. "Then," asked the spokesman for the two, "how do you roast a chicken?" Mme. Q told him.

She admits though that she's absolutely frustrated by Tommy Manville. "There," she says, "is a man for whom this shop was made. And what does he do? He walks past, looks in, and keeps walking. Eight times. *Eight* times I have watched it. It is most discouraging."

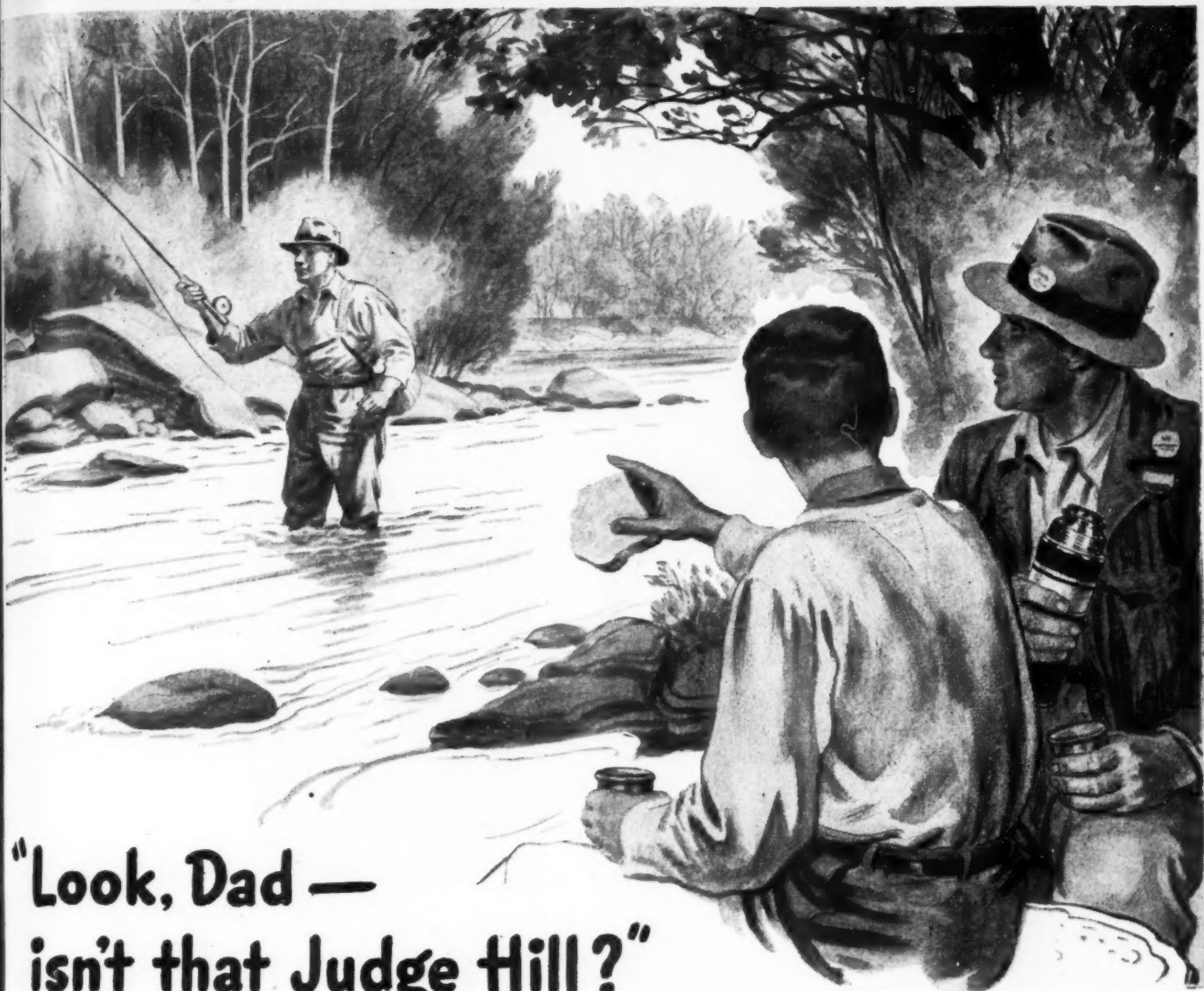
Grape Stumps

Anyone who has passed a California vineyard in winter has seen the wierd, black, twisted stumps of the closely pruned grapevine—for grapes grown commercially do not go languorously twining over arbors. Many an artistic eye might have noted the twisted charm of the old grape vine stumps, or trunks, which suggest some prehistoric wasteland or, if you will, a surrealist form in a Dali landscape. But until C. R. More, who creates and sells commercial displays, saw the stumps, evidently no one had thought how fascinatingly they might be used in a department store window.

In 1943, Mr. More, who had been operating his business, known as More Displays, in Seattle moved to one of California's leading wine growing districts. In Seattle he used sagebrush for display backgrounds. He says, "When I saw the unusual shapes of grape stumps I knew they had display value."

Before Mr. More could start to sell his ideas built around the grape stumps, however, he had to get permission to ship them without crating. For good five-foot stumps in what he calls "solid, interesting shapes" he will pay fifty

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"Look, Dad —
isn't that Judge Hill?"

That's right, son, and you're likely to find any one of the town's leading citizens wading the trout streams or combing the fields with dog and gun. Because out in the open—close to Nature—such men know they can *relax* and get away from it all.

These bred-in-the-bone sportsmen are 'way *above average* as prospects for products with *man appeal*! More than 350,000 such enthusiasts buy and read Sports Afield Magazine, month after month, in season and out. That's how they keep up with what's going on in the fraternity of outdoor fans.

Much of the advertising in Sports Afield relates to hunting and fishing, shooting and boating. Consequently, the ads are read as avidly as the editorial material—and that makes this great publication also a *great* advertising medium!

NOTICE!

Sports Afield now offers an ABC Circulation Guarantee of 350,000, the largest in the outdoor field! With its new, lower basic rate, Sports Afield is so far the best buy on the market that space is getting mighty scarce. Better get in now!



25¢

In the outdoor field ... it's **Sports Afield**

You get

BOTH

in Essex

County



10th in QUALITY

*Sales Management's
index of SELECTIVE
markets for INTEN-
SIVE campaigns.*

11th in VOLUME

*SM's index of market
POTENTIAL—a mea-
sure of resident buy-
ing CAPACITY.*



cents. When he has finished with them they sell anywhere from \$2.50 for a two-foot trunk to \$10 for a five-footer. Mr. More admits that the purchasers pay in excess of what the stumps are worth, but they are becoming hard to get and the breakage in shipment is high. He ran a page advertisement on the grape stumps and as a result, he says, "I don't have enough stumps to fill the orders."

Department and high-class apparel stores all over the country are using them, sometimes in highly imaginative ways. Wm. Hengerer Co., Buffalo, recently utilized a grape stump in a window, together with cabbage blossoms for foliage, and flowers of voile. They have been employed with a mannequin sitting in the branches; with feathers; with hats on the branches; with spring foliage and voile flowers.

Another idea is to suspend a stump from the ceiling, with lights thrown through the branches and decorations hung on the fantastic shadows thus created; or with heads looking into mirrors on other branches. Sometimes the trunks are colored, each trunk a complete unit of one color; and sometimes bunches of violets and gold ribbon supply the color notes. One effective display showed the branches broken or shattered—as though a shell had landed and stripped them.

The list of stores that have responded to the strange appeal of the grape trunk would fill this page, but here are a few users: The Tailored Woman, James McCreery Co., Bloomingdale Bros., Abraham & Straus, Frank R. Jelleff, Nieman Marcus, J. L. Hudson Co., Kerns, Ed. Schuster & Co.

Mr. More himself has been in business for 10 years. The grape stumps constitute a sideline ("but a good one") in an enterprise which includes a wide variety of commercial displays. He is partner, with his father, in a tropical display business known as Everglades Palm Co., Haines City, Fla. Mr. More, senior, was the originator of the preserved fan palm. Mr. More says he has no competition in the grape stump end of his business, except a little in peeled and polished stumps.



CHARITY, TOO, ENLISTS PACKAGING TECHNIQUES: The new collection box for the 1945 Red Cross War Fund drive was designed by Alan Berni (right), who also designed the "collectors" for the Yugoslavian War Relief and the Russian War Relief.

SALES MANAGEMENT

NEWS REEL



PAFFORD

L. PAFFORD has been made fountain syrup sales manager for Canada Dry Ginger Ale, Inc. He formerly had charge of syrup sales in New York City.



DeNIKE

ED DENIKE who has been director of public relations, National Union Radio Corp., Newark, N. J., is now sales manager of the firm's Distributor Division.



Contway

DRAKE

F. STODDARD DRAKE who has been appointed advertising and sales promotion manager of Home Products Sales Corp. He formerly was with Procter & Gamble.



Walter T. Locker

DAIKELER

JOSEF DAIKELER, formerly sales manager, Eastern Division, Burry Biscuit Corp., has been promoted to vice-president and director of the firm's sales.



LOCKRAE

H. LOCKRAE, formerly sales manager of the Heating Controls Division of Minneapolis - Honeywell Regulator Co., has been named manager of division.



SCHARER

A. F. SCHARER has been put in charge of a new International Division which was recently formed by Servel Inc. with headquarters in New York City.



BROOKS

MEL S. BROOKS has been named vice-president of The Studebaker Export Corp. Before taking over his new post he was acting domestic sales manager.

HEADLINES and HEADLINERS

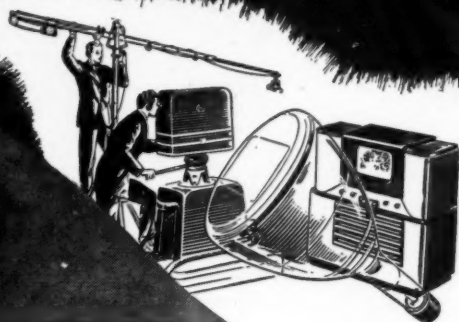


* Television

It Will Help Factories
With Production, Retail
Stores With Promotion

Offers Way to Watch Danger-
ous Experiments and Avoid
Smelly Chemicals

Movie Firm Offers "Telereels"



"**W**HATEVER affects the nation's business and industry ultimately affects us in radio and television. That's why I—and many of my associates—read The Wall Street Journal diligently. It can truthfully be said this publication is, to those interested in day-by-day business developments, what 'round-the-clock radio news is to the public. It's a 'must' for radio executives."

John F. Royal

JOHN F. ROYAL

Vice President

National Broadcasting Company, Inc.



*Like most important business news, this story appeared first in The Wall Street Journal. That's why this national daily is "must" reading for business men who need to be fully, accurately and quickly informed. And that's what provides such an unusually responsive audience for advertisers.

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending March 1, 1945

What Longer War Means

THE ARMY AND NAVY, in their current planning, calculate that they will need just about 90% of present war production to intensify the fight on Japan once Germany's armies have been broken. As a result, officials agree that reconversion, when it comes, will be much longer delayed than was anticipated in government planning last year. At that time the military estimated it would need no more than 60%, probably as little as 50%, of the Nation's war production to defeat Japan.

Of course, many such estimates are subject to change, but it does seem as though the pattern is set for the accumulation of huge stockpiles for the Pacific war, in the hope of our being able to render a fairly quick knock-out blow instead of having an attenuated war on that front.

It is going to make a big difference in our national economy post-war. For example, it used to be that the trend of automobile production was an effect of the general business cycle. Now automobile production may become a cause.

Prolongation of the war is creating additional pent-up demand for new cars, and the OWI places this demand at 12 million to 15 million units. If automotive and tire manufacturers go great guns for two or three years filling this demand, there will then be so many new-car owners that replacement buying will do relatively little to cushion the decline.

Skip a few years, and then a renewed rush of purchases will come when the first post-war cars all become old together. This concentration of new-car buying in a relatively few years, alternating with sharp declines, will tend to be repeated for a considerable period, according to an observer in *Barron's*. That will either exaggerate the swings in general business or actually cause them.

Another probable development, assuming that such a pattern as outlined above does develop in the automotive manufacturing business, is that the makers will expand into other hard goods industries. The General Motors expansion into related and not-so-related lines may be followed by their smaller competitors.

Discharged G. I. Joes

A PICTURE OF THE MARKET which will be created as more and more soldiers and sailors return to civilian life is to be found in the Twin Cities, where representatives of the Northwestern National Life Insurance Co. have been making a study of the shopping habits of returning veterans.

They find that the G.I.'s are so anxious to get back into civilian clothes that they want alterations on their new suits done in the next 10 minutes; they shun cheap clothing and buy good quality suits averaging about \$45 in price; they don't shop around, but go to one store and buy as nearly

a complete outfit as the store can supply; they usually pay cash, even when they could charge it; they seldom shop alone, but usually have wife, sweetheart, or mother along to approve their selections.

On the whole, the returning servicemen like fairly lively patterns in their clothes. When they buy dark blue it is likely to indicate wedding plans. Brown is a favorite, but nothing approaching the Army olive drab shade, thank you. The younger veterans have generally gotten too husky to wear the suits they left at home when they donned service uniforms, and the older ones commonly say they gave their suits to younger brothers, cousins, and sometimes to father upon enlisting. So it's a fresh start from scratch for most of them.

Uniform Competitive Prices

THE SUPREME COURT will probably have decided the cigarette price case by the time this issue reaches you. It is a decision vital to the price policy of many companies, small as well as large. At stake is the entire practice of "following the leader" in prices.

The Department of Justice has argued that uniform ciga-

No inflation here!

compare today's prices with
prices during World War I

 Red Cross Bandage, 2" x 10 yds. World War I, 1918 20¢ World War II, 1942 10¢	 Red Cross Cotton, 4 pound World War I, 1918 \$1.25 World War II, 194275	 Johnson's Baby Soap World War I, 1918 25¢ World War II, 1942 2¢ each for 25¢
 Red Cross Adhesive Tape, 75" x 8 yds. World War I, 1918 37¢ World War II, 1942 30¢	 Johnson's Baby Powder World War I, 1918 25¢ World War II, 1942 20¢	 Johnson's Baby Powder World War I, 1918 25¢ World War II, 1942 20¢
 Johnson's Baby Powder World War I, 1918 25¢ World War II, 1942 20¢	 Johnson's Baby Powder World War I, 1918 25¢ World War II, 1942 20¢	 Red Cross Gauze, 34" x 8 yds. World War I, 1918 \$1.25 World War II, 194275

These are "medicine chest" items used daily in millions of American homes. Their lower prices spotlight the Johnson & Johnson philosophy of making the highest quality products available to you at the lowest possible costs.

Johnson & Johnson
NEW BRUNSWICK, N. J. CHICAGO, ILL.

Far more effective than the platitudinous sermons about the "American Way of Life" or the benefits of the free enterprise system is this factual Johnson and Johnson newspaper and magazine page showing how their prices have been lowered since the days of World War I.

rette prices violate the Anti-Trust laws. The tobacco companies insist that they charge uniform prices, make simultaneous increases and reductions, as a result of competition, not collusion. Price decisions, they say, are made individually by each manufacturer. No company can allow a competitive brand to sell at a higher price, lest the competitor have more to spend on advertising, and no company wants competitive price cutting for obvious reasons. Price uniformity, the companies claim, is the inevitable result.

In a previous decision—the International Harvester case—the Supreme Court reasoned, "The fact that competitors may see proper in the exercise of their own judgment to follow the prices of another manufacturer, does not establish any suppression of competition or show any sinister domination."

This Year's Census

AS POINTED OUT A MONTH AGO in this column, there will not be a complete business census this year, but the sample will be fairly representative. The types of data to be included in the census are set, but Washington officials would like to know your wishes about one important feature on the tabulation of the results.

With the funds in hand the Census Bureau can either have data for fewer states and more cities—or for fewer cities and more states. If you have a strong feeling on this, drop a note to Dr. Philip M. Hauser, Assistant Director of the Census Bureau in Washington, telling which of the two alternatives would be more valuable to you.

Washington observers believe that the appointment of Henry Wallace as Secretary of Commerce will mean that the Bureau is headed by a man who will try hard to collect more census figures and more information on inventories. Wallace is a bug on statistics which can be used in selling.

What Readers Say

DURING A FORTNIGHT'S EDITORIAL WORK we collect a lot of "off the record" statements from the mail and through visits with subscribers. In the past, most of those which didn't pan out into feature articles were buried and lost, but here and in future issues we will try to polish up a few of the small nuggets.

For example, the vice-president in charge of sales of one of the big food companies has some interesting thoughts

about selling costs. He told one of our editors: "The ratio between getting our products into a dealer's store and on the shelf, as against getting the materials off the shelf into the consumers' hands, varies with the type of product. For example, the cost of getting X (one of his staple products), which is a short profit item, on the dealer's shelf is $2\frac{1}{2}$ to 3 times that of getting it off the shelf. On the other hand Y (a higher-price specialty), works out just about the other way. Maybe not quite that strong—perhaps it is 50-50, or 2 to 1 in favor of the cost of getting it on and off the shelves. It costs us a whole lot less to get the dealer to take a long profit item than it costs us to get the consumer to buy it. Once you get these things established, the ratio begins to change as soon as the consumer starts the habit of asking for it, and this is where advertising starts to pay off."

Another reader, the sales manager of a company that sells millions of dollars of merchandise a year through the mail, has an interesting slant on stimulating the return of order blanks. He says: "For some time now we have been using return cards which are sent air mail. It is surprising how many responses we get to this type of return card. I suppose people feel, 'Gosh, this must be important,' or 'I'd better hurry or I won't be counted in,' for the response has been simply amazing. I remember when we first started using a postal permit for return cards. For a long time we couldn't figure out why we were getting such a bad response. It was just that people didn't understand the permit printed on the card and the majority of them put stamps over the postal permit, because they hadn't stopped to read that it didn't cost them anything to return the card."

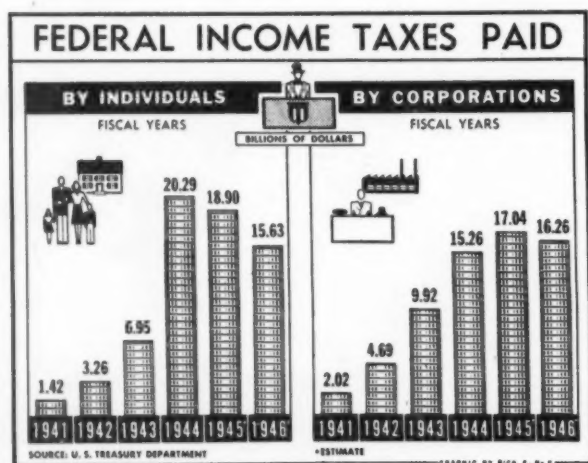
Significant Shorts

Seiberling Goes to Germany for Salesmen: The Seiberling Rubber Co. of Akron, Ohio, has commissioned its salesmen in uniform to do a scouting job for them in the Philippines or Germany or wherever they may be. They are asking their regular salesmen in service to select two to three of their companions in arms as possible recruits for post-war training as salesmen on the basis of their behavior under actual combat conditions. The idea is that battlewise Seiberling men in uniform know best the kind of salesman Seiberling wants, and are in the best position to select him on the basis of character and ability.

What the Department of Commerce Can Offer: Under the heading, "The Businessman's Bureau" the Department of Commerce, Washington, has published a 74-page pamphlet which describes all of the functions and services of that great department. You ought to have a copy.

Report on Labor-Management: We predict that in post-war years there will be a growing trend toward salesman-management committees which will ease a lot of the tension which exists in most sales organizations because salesmen feel that they are not consulted about moves which seriously affect their earnings, their hours of work and their homes. A pattern for the development of such committees is to be found in many manufacturing organizations which have made a success of labor-management committees. If you are interested in a complete report of how such committees have helped one large company, just drop a note to H. W. Steinkraus, president, the Bridgeport Brass Co., Bridgeport, 2, Conn., and ask him for a copy of their report called "2 Years of Teamwork."

—PHILIP SALISBURY



A majority in Congress wants taxes lowered at war's end; Secretary Morgenthau also favors a reduction. So perhaps—if incomes stand up fairly well—consumers will have the wherewithal to buy all that industry wants to sell them.

If a salesman is to be consistently productive, his mind must be on his work, but even more important, his *heart* must be in it. No matter what splendid qualities of leadership the sales manager himself may possess, he cannot keep his men buoyant and confident if top management personnel policies are inequitable and ill-conceived.

BY

EDWARD

McSWEENEY



Ewing Galloway

Let him gripe. Let him spill out his troubles to a grievance committee of sales manager, personnel manager, and a fellow-salesman. If he can complain when he's "burned up," grievances will no longer fester within him and damage his efficiency.

Security — Opportunity — Recognition: Basic Factors in Salesmen's Morale

ONE of the major lessons industry has learned from the war is the importance of sustaining employee morale.

Sales managers in many companies have helped to devise and apply the human-relations techniques which have cut down absenteeism, expanded production, taken the aches out of overtime—and have made even the lowliest laborer feel like a star performer on Uncle Sam's production team. Why can't the same ideas which improved morale in the factory be used to stimulate salesman morale in the field?

They can. In fact, they must. If industry is to create enough demand to keep 60,000,000 workers on the job, we shall need not only more salesmen but the best, most alert, most productive salesmen in our history. The conditioning factor is morale—which can be either the point on the salesman's lance as he sallies forth for business, or the vital chink in his armor.

In theory, the salesman is an arch-individualist who stands on his own feet and prefers to be judged solely by results. But if this were true, most salesmen would be independent contractors, and then should be treated

as dealers rather than as employees under the control and supervision of the sales manager. Sales managers know how much of their time before the war was spent in nursing salesmen and keeping morale at an even pitch, and that most salesmen are employees and want to be treated as such.

The average salesman in the field is no different from his neighbor in the plant when it comes to appreciating good employee relations *for his own sake*. Like other workers, he measures his job satisfaction by three factors: security, opportunity for advancement, and recognition as an individual doing an important job. In brief, like everyone else, he wants to be treated like a human being. These are the basic fundamentals of any good employee relations program, and they are as applicable to the salesman in the field as they are to the worker in the shop. Ask any seasoned salesman about them, and see if he doesn't answer something like this:

"Security? Sure it's important on a selling job. If *you* spent half your week-ends away from your family, sitting around hotel rooms, waiting for Monday to come, you wouldn't care

to be haunted by fear of what might happen to your job. Right now the man in the shop knows where he stands, but the man on the road isn't always so lucky. You have to have confidence in your boss, and know that he has confidence in you. You have to believe in the company, too—that the company will hold up its end if you hold up yours.

"Opportunity for advancement? Of course, I'm not going to be a pavement-pounder all my life. I've got objectives, too. Someday I want to sit at a sales manager's desk and tell the other fellows what trains to catch and what hotels to stay in—if they can get a room. I want to ride roomettes instead of lowers, and have a parlor suite at the Gadget Show. A good company helps its salesmen to rise. Every new territory should be a rung up the ladder, not a dead-end job with no other places to go but *out*.

"Recognition? Frankly, I thrive on it. A salesman takes more than his share of the blame when things go wrong, so he's entitled to at least his portion of praise when things go well. I think the sales manager and the

higher-ups should be as well acquainted with their representatives as the customers are. But there are plenty of fellows on the road who feel like big shots when they're calling on the trade, but who get treated like small-fry when they visit the Home Office. It's okay for the president to call me 'Dear Joe' in a letter—but not if he has to grope for my name when he meets me in the corridor. Recognition means being known for who and what you are—and for what you are accomplishing."

The keystone of the modern employee relations program is the formalized grievance procedure. The worker who feels resentful, rightly or wrongly, is given a chance to gripe to his foreman. If the foreman turns him down, he has the right to appeal to some higher-up. And if a decision

Whenever we are in a city where there is one, we are told to stay at a Blank Hotel. That was all right in the old days, when the hotels were half empty most of the time, and the \$4 single rate entitled anyone from our company to the best double room in the house. But now the hotels are jammed and the Blank Hotels have no empties to give us. So we have to take the \$4 single, if there is one, or spend anywhere from \$5.50 to \$7 for whatever else they do have. But other companies' salesmen keep telling me about the swell, quiet room they got several blocks downtown for \$4 or \$4.50. I think we should suspend that Blank Hotel agreement for the duration, and let every salesman stay where he pleases. And I'd leave a little leeway for higher rates now and then."

Routine grievance handling of such

to modern grievance methods feels hurt if he is overruled.

The opportunity angle ties in closely with training and development. When a worker complains that he has not been properly classified, and the facts of his experience and skill do not justify the grievance, the standard practice is to induce him to train for a higher job level. Foremen try to keep one step ahead of this situation by anticipating the worker's ambition and preparing him as fast as possible for the next job on the scale.

Sales managers will find it necessary to follow the foremen's example if they wish to keep salesman morale at a high pitch. But it will involve continuous job training on their part, and the corollary of a promotion-sequence must be provided in order to make the salesman's progress definite

WHY SALESMEN GET THE BLUES:

1. They do not see themselves as professional men. You must "sell selling" to them.
2. They feel alone and left out because they're far from home base. Stronger personal leadership, more visits to the field by the boss, more friendly letters will change their outlook.
3. Their best jobs are going unrewarded except in terms of money. They hunger for the personal pat on the back from the boss—honor in the eyes of the fellow workers.
4. They may feel frustrated because they think they're in dead-end jobs. Are they?

isn't made promptly, the union takes it up. Not all decisions can be favorable, of course. Some grievances are over wages and collide with wage control; some are over promotion, when there is no better vacancy open; some—and relatively few—are purely crack-pot. But the important thing, psychologically, is the fact that the employee's right to complain and seek redress is handled as a matter of *right*, not of privilege.

Salesmen also have grievances, and they should have a grievance system all their own, with a right to appeal from the sales manager's decisions. It is naive to think that a friendly, man-to-man relationship between sales manager and salesman eliminates all grievances. It won't. To be worth anything, the grievance system must be formalized, and the appeals must be automatic if invoked.

Here is a typical grievance which plays hob with salesman morale: "Our company has had a deal for 10 or 15 years with the Blank Hotel System.

a question probably would be as agreeable to the sales manager as to the salesman. The particular agreement might have been made by the vice-president, or even by the president. Instead of being forced to answer, "This is a matter of company policy, and nothing can be done about it," the sales manager, under a formalized grievance system, can be entirely impersonal and suggest an appeal from his negative first-step decision. All the hush-hush aura of we-do-it-because-we-always-did-it evaporates under the modern grievance methods.

Some sales managers do not care to assume the entire responsibility for handling grievances, in which case a welcome substitute is a grievance committee of three: the sales manager, a salesman (usually appointed in rotation), and the personnel director. When unable to give an affirmative judgment, it is good practice for such a committee to automatically enter an appeal for the aggrieved. Of course, no executive who has been exposed

and substantial. This probably will require an even greater emphasis than in the pre-war period upon salesmen's conferences and joint calls.

Recognition—by far the most important of the three employee relations "musts"—hinges upon the personal attitude of the sales manager toward his men, but the man-to-man respect and appreciation which the sales manager feels toward his salesmen must also be reflected in the general attitude of the whole organization toward the men who are on the firing line. All production, accounting and clerical employees should be shown how much their own jobs and future security depend upon orders. In view of the war-long emphasis upon production above all else, this is a tall requirement, but the employee relations know-how which has made both the gatemen and the truck drivers valuable to the machinists and assemblers should be able to lick this problem hands down.

Certainly, no intelligent salesman

can feel personally recognized unless his function is understood and appreciated by the general rank and file.

So much for the salesman's place as a beneficiary of his company's employe relations. But the salesman also can capitalize on his company's program for the benefit of his firm.

To begin with, every salesman should know as much about the program as he does about the product which the program helps to manufacture. This is not an easily attained objective. Even comparatively few top managements really understand their own employe relations set-up. The program either has been the creation of a specialist working with, or in, the personnel department, or else it has "just grown" like Topsy. Regardless of its origins, the program should be studied, dissected and then re-

This indoctrination is not just a matter of self-praise or gilding the lily. The salesman is his company's ambassador to customers, not only in presenting the line but also in proving that the firm is a good one with which to do business. And the existence of an effective employe relations program is in itself a recommendation, as the salesman will soon discover as he makes his rounds. Buyers will be reluctant to depend upon suppliers whose labor relations are in a state of flux, for fear of stoppages and time-consuming disputes. Where a brand name is involved, as in the case of consumer goods, a widespread reputation for good employe relations is bound to affect sales.

But the salesman who waits to be asked about his company's labor relations deprives himself of an excel-

for shop stewards? Have you downgraded any foremen? How did cut-backs affect your women workers?"

These are important questions. The salesman who knows the answers, and who can give advice based upon his own observation of his company's experience, will have an inside track compared with other salesmen who confine their attention to pure selling. In short, it is the old service story all over again, but on the new plane of employe relations. To the customer in a quandary, there is nothing that equals the statement: "We had that problem, too. Here's how we licked it. . . ."

But employe relations is not a one-way street. The salesman with a genuine interest in the subject can bring back a great deal more than he takes out. If he is a good listener. And what good salesman is not? He can

They may be asking themselves, "What will happen to me when I'm 65?" You haven't provided an answer.

The men are mentally stale. Lack of systematic training and re-training, lack of plan for feeding out ideas, causes this malady.

7. The salesmen suffer continuously from uncertainty because the house hasn't clarified its policies, then refuses, when trouble arises, to back the salesmen up.

8. The payment system is basically inequitable. You must find one that's fair and workable.

9. Grievances are festering within them. Give them opportunity for expression, make prompt adjustments.

10. The men are given no participation in management matters. It's your loss if you do not use this obvious source of ideas.

ported, piece by piece, to the sales personnel. Management will learn a great deal in the process.

In one way or another, the salesman should familiarize himself with the company's program. Unless it is superlative, printed material hardly can be expected to do the job. If at all possible, every salesman should be brought into actual contact with the system by attending a series of foreman conferences, by observing a grievance interview, by participating in the social affairs and recreation arranged for workers. The salesman should have a chance to examine the safety program at first hand, and should eat a few meals in the plant cafeteria. A group of salesmen could be instructed in the bonus or incentive pay system by the comptroller of the company, who could also explain the intricacies of the pension or retirement plan. A sincere desire on the part of top management officials to impart such knowledge would indicate their interest in the working man—and the salesman.

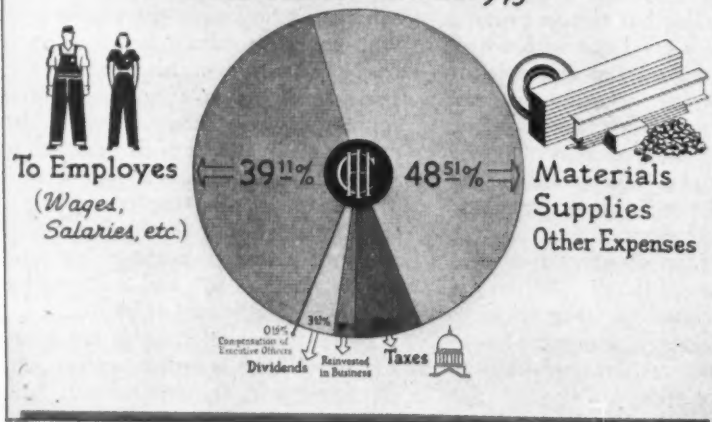
lent "opener." Interest in the subject is general throughout industry, and the salesman who can produce new ideas and variations in employe treatment will be given more than a casual reception. If he brings the purchasing agent a copy of his firm's new employes' manual, it will reach the president's desk very soon thereafter. The same is true of other literature for workers. An offer to exchange subscriptions to the plant magazine will be appreciated, for few top managements are satisfied with their own house publications.

The salesman also should be able to answer the flow of special questions which this approach will uncover, such as, "How do you folks handle exit interviews? How often do you hold foreman conferences? What do you charge for lunch in the cafeteria? Do you pay for wash-up time? Do employes present grievances on their own time or the company's? Is your suggestion system working satisfactorily? What are you doing about seniority

glean valuable information to take home to *his* sales manager, *his* company's employe relations director, *his* own top management. At the periodic meetings to which he is invited he can contribute greatly. "This is the way Jenkins Brothers promoted their credit union." Or, "I sat in with Bill Jones at a foreman conference in his plant. They hold a weekly luncheon and mimeograph the agenda on the back of the menu. Bill makes a five-minute talk, and then the works manager takes over as chairman. They have the question-period first, so that the Brass Hats can leave before the real business starts."

Salesmen are quick to catch on to the value of such things—which explains why they are salesmen and not inside workers. In them, industry possesses a strong and able working force to spread, interpret, and refine the contribution which is rapidly securing top priority among business leaders—a practical, mutually profitable program of employe relations.

How International Harvester Company's RECEIPTS were distributed in 1943



WHERE DID THE MONEY GO? Such items as money paid out for executive salaries, and total dollars paid out in dividends, may sound big if you look only at the cold figures. However, when such items are revealed in their proper percentage relation to other expenditures—such as total dollars paid for labor, total spent for materials and supplies, and total required for taxes, the stockholder then gets a proper perspective.

Here (left) is a simple pie-chart which International Harvester Co. uses to picture out-going dollars. For the year covered here for example, executive salaries are revealed to be but 0.16%.

EXIT: The Deadpan Report To the Stockholders

FIGURES may be the lunch-table lingo of treasurers and CPA's, but they're poison to the public.

And so top management, prodded by public relations experts, is forsaking the formal financial statement, and turning in increasing numbers, to sponsorship of annual reports that talk to Main Street shareholders in Main Street language. Gone are the gray columns of digits. Gone is the mumbo-jumbo of the peerage of Wall Street.

The arts of the pictographer and the photographer have translated the story in the ledgers into literate reporting that any plain citizen from Middletown can grasp.

The editors of SALES MANAGEMENT have selected for reproduction on these pages a handful of exhibits from the annual reports of companies in various lines, to show how they're helping stockholders to understand the course of the company's progress. They're all demonstrations of ways in which statistical raw material can be interpreted for quick assimilation.

The best of the modernized stockholder reports gathered by SM have these characteristics: They shun the widow's-weeds look produced by big blocks of small type. They are spiced with color. Many of them embody human appeal to reflect the fact that

companies are not buildings and assembly lines and desks, but *people* at work. They have a newsy flavor. And many of them try to supply some answers to the question, "What is the company doing to prepare for the post-war period?"

As to subject matter included in the reports, these are some of the things management is bringing to the attention of stockholders entirely aside from the balance sheets:

The part the company is playing in contributing to the war effort.

Reports on research projects and their significance to the company.

Plans for re-orientation and re-employment of men returning from the Armed Services.

New developments in personnel policies, such as adoption of group insurance plans, pensions and retirement incomes.

Explanation of current advertising.

Description of consumer service.

Facts about training programs.

Notes on projects company-sponsored to build and maintain good community relationships in centers where factories are located.

INCREASE IN SYLVANIA'S PAYROLL—10 YEARS

MORE AND MORE JOBS: Sylvania Electric Products Inc. reveals how steady expansion in sales has created jobs for thousands more workers in the last decade. At a glance the pictographer shows how the payroll grew from about three million dollars in 1934 to more than twenty-three million dollars in the year 1943.



6 out of 10 GF stockholders gardened in 1943

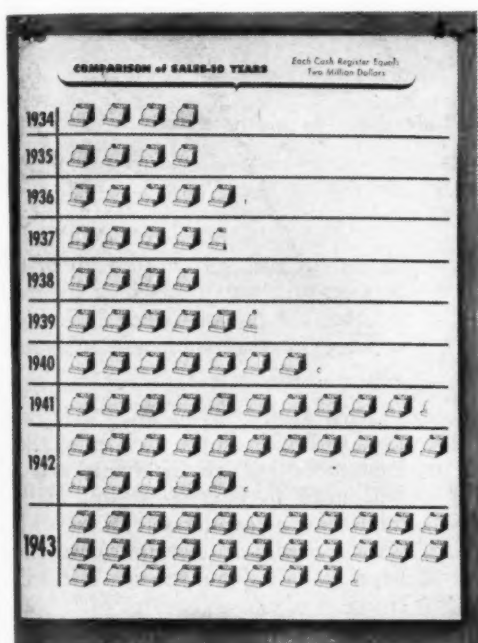


5 CALL IT "WORTHWHILE"

1 "NOT WORTHWHILE"

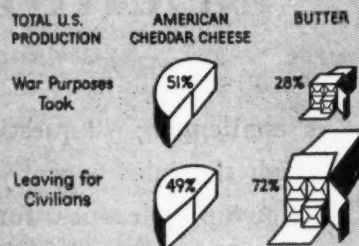
4 DID NOT GARDEN

STOCKHOLDER POLL ON VICTORY GARDENS: When General Foods Corp. polled stockholders asking how many of them had become food producers and inquiring whether they had found it worth while, 84.6% of those who had elected to do some back-yard farming reported satisfaction with the results . . . backaches, broken fingernails, and Japanese beetles notwithstanding. The company thought the results of the poll sufficiently interesting to include in this bright pictograph in the annual report.

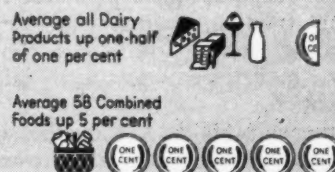


ARE WE GROWING? How fast?
Where the cash register rang only once in 1934, it rang seven and one half times in 1943 at Sylvania. Visualizations of this graphic type have endless uses in the design of annual reports.

WHY CHEESE AND BUTTER WERE HARD TO GET IN 1943

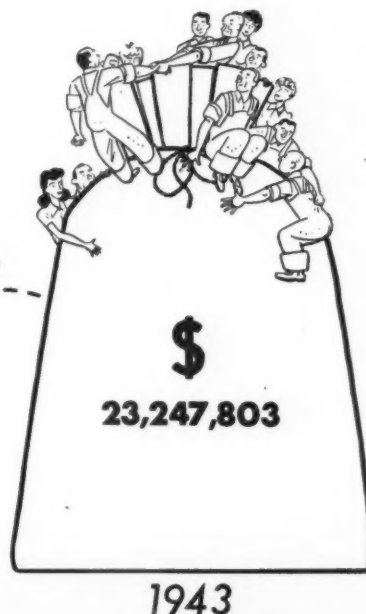


INCREASE IN RETAIL PRICE OF DAIRY PRODUCTS IN 1943 COMPARED WITH OTHER FOODS



Retail prices are 51-city averages as published by The United States Bureau of Labor Statistics.

WHY THE GROCER SAID "No": National Dairy Products Corp., whose stockholders presumably love to smear butter on their waffles even as you and I, are given the facts about the civilian shortage of cheese and that product - we - always - get - guns - instead-of. Most Americans don't mind giving up luxuries - even necessities - if it means a shorter war, but they harbor a persistent itch to know the "why's."



1941

1942

1943

MARCH 1, 1945

Am I Really Ready For Post-War Selling?

A challenging 70-question inquiry by which the sales executive can estimate his own preparedness for both his post-war selling and sales management job.



"So little done—so much to do!"

THE recent unexpected set-back of reconversion for a period of from nine months to a year may prove to be a job-saver for many a sales manager who has failed to make adequate plans for recruiting, training, paying, equipping, stimulating and controlling a thoroughly modernized post-war sales organization.

In the past 90 days, a number of sales managers have confessed to me that if they had been brought suddenly face-to-face with the necessity of getting orders by means of a well organized sales force, they would have been found wanting, not only in their organization, but even in adequately detailed plans for building and operating it.

New Vistas Are Opened

Still other sales executives, who were going about their tasks serene and confident because of the sales organization plans safely stowed away in their top drawers, have returned to their desks with a greatly increased humility and a new realization of the scope and importance of their jobs, after a 30-minute session with the Sales Manager's Self-Evaluation Chart printed as a part of this article.

Let's take a brief look at each of the 11 sections of that Evaluation Chart before you turn to it and begin to rate your own readiness to come to grips with the problems of post-war selling.

[40]

A. Hiring and Paying Salesmen

Never, since that day when Norval Hawkins, one-time sales manager of the Ford Motor Co., defined sales management as "the art of getting extraordinary results with ordinary men," has the sales manager had a better chance to take a searching look at his manpower problem and decide what type of "ordinary" man he wishes to hire.

What Kind of Salesmen? Should he be a die-cut duplicate of the fellow who did the job before the war—or does the job demand a salesman of a different kind or caliber? That's a decision every sales manager must make, and once he has made it, his next job is to set down in writing, in the form of a job description, the exact pattern of his post-war salesman's proposed job.

After he has outlined that job pattern in a preliminary way, he may find it wise to ask himself if he has in-

cluded in that job pattern all of the services and activities which his competitors are likely to include in their concept of their post-war salesman's job.

How Many Salesmen? He will need to decide on the number of salesmen to be put on his force, and he will need to plan to absorb in this total those returning service men who were formerly on his sales force. Let's hope that he doesn't arrive at the decision as to the number of men, without having some sort of scientific, or at least systematic, yardstick for determining the logical size and boundaries of each sales territory.

When Shall I Hire Them? Then comes that big little question, *when* must he hire these men? And his answer is likely to be some kind of a compromise between the time when he can get them and the day he will need them.

Methods of Selection. Having set up a clear description of the work his men must do, and having settled the question of whether he wants a customer-getting, distribution-getting type of fellow; or a trained, engineering salesman, or finally the merchandising-trained, retail-counsellor type of man, the next step is to work out procedures whereby he can select such men out of the dozens or perhaps hundreds who may eventually apply to him for jobs.

Shall he use that much-discussed

SALES MANAGEMENT



BY

BURTON
BIGELOW

Burton Bigelow Organization
Management Consultants
New York City

THE POST-WAR SALES MANAGER'S SELF-EVALUATION CHART

How to Use This Chart

The accompanying Post-War Sales Manager's Self-Evaluation Chart is first of all a comprehensive master check-list against which to check your post-war selling and sales management plans.

Even if it doesn't fit your business exactly, it will prove a "think-starter" of considerable value.

When you come to rate yourself on the degree of your present preparedness for post-war selling, you will find that no provision is made for giving yourself credit for half a job. You are given full credit if the subject is really covered in your plan. But if the job should be done and isn't in your plan, the only honest answer is "No."

If you are in a business which has no problem of rebuilding distribution, omit section H, on that subject, in which case you multiply your "Yes" answers by 1.61 to get your score.

But your score isn't nearly as important as the constructive stirring-up-of-your-thinking which goes on as you check your own plans, point by point, with this Self-Evaluation Chart.

Many readers will want to rate themselves as of today, and again three months, or perhaps six months hence. Additional copies of the Self-Evaluation Chart are available from SALES MANAGEMENT at 10 cents each.

A. HIRING & PAYING SALESMEN

1. Have we set up a revised salesmen's job pattern, outlining exactly what we want our post-war salesmen to do? ☐ Yes ☐ No
2. Have we streamlined this Job Pattern, so as to include all the modern merchandising and service activities contemplated by our competition? ☐ Yes ☐ No
3. Have we arrived at the number of salesmen needed by a scientific or systematic evaluation of total available market potential, divided into practical sales territories? ☐ Yes ☐ No
4. Have we a definite program (including time schedule) for recruiting the number and kind of salesmen needed after the war? ☐ Yes ☐ No
5. Do I plan to hire our salesmen with a clear picture in mind of the specific pattern of aptitudes, proficiencies and attitudes which combine to make the most successful post-war salesmen in our line? ☐ Yes ☐ No
6. In hiring new salesmen, do I plan to use the more modern tools and techniques, such as Weighted Application Blanks, with Diagnostic Questions; Interviewer's Reports, Rating Blanks; Psychological Aptitude Tests; Independent Personal History Reports; Character and Credit Reports; Multiple Interviews with Applicant; and Personal Interviews with References? ☐ Yes ☐ No
7. Do my recruiting plans include ample provision for needed supervisory personnel? ☐ Yes ☐ No
8. Do we have a modern sales compensation plan which provides flexible incentives and rewards which enable management effectively to stimulate the sales force to perform selected tasks? ☐ Yes ☐ No
9. Has our sales compensation plan been revised to conform to, and give proper relative importance to, the duties prescribed in the revised Salesmen's Job Pattern? ☐ Yes ☐ No

10. Does our sales compensation plan provide proper incentive pay for long-range development work, such as selling new distributors, jobbers, dealers and/or customers? ☐ Yes ☐ No

11. Does our sales compensation plan provide proper incentive pay for performing those duties normally distasteful to our salesmen, but necessary to sales success? ☐ Yes ☐ No

12. Does our sales compensation plan include incentive pay for supervisors, district sales managers, and divisional sales managers? ☐ Yes ☐ No

B. TRAINING SALESPeOPLE

13. Have I a definite program for educating both old and new salesmen before turning them loose on our post-victory selling job? ☐ Yes ☐ No
14. Does my plan recognize the difference in the amount and kind of training required by the new recruit as contrasted with the experienced veteran? ☐ Yes ☐ No
15. Have I provided means, in our training procedure, for un-training new sales recruits formerly employed by a competitor or otherwise, whose policies and practices were contrary to ours? ☐ Yes ☐ No
16. Does my plan provide material and means for training dealers' and distributor-jobbers' salespeople, as well as our own salesmen? ☐ Yes ☐ No
17. Does my training program provide for adequate discussion periods after each major presentation? ☐ Yes ☐ No
18. Do I plan to summarize each training presentation in a permanent bulletin or booklet? ☐ Yes ☐ No
19. Does my Sales Training Plan provide that sales training, in our company, shall be a continuous, never-ending program? ☐ Yes ☐ No
20. Have I taken proper precautions that our sales training material shall be built around actual field-gathered sales situations, instead of mahogany-desk theory? ☐ Yes ☐ No

C. SALES TOOLS

21. In our Sales Manual, is at least 90% of the material, including illustrations, descriptions, prices, terms, product applications, and suggested sales talks, currently correct? ☐ Yes ☐ No
22. Is our Sales Manual built around a systematic indexing code which enables the salesman in the field quickly to insert new material in its proper place and find it promptly when needed? ☐ Yes ☐ No
23. Have I planned properly to equip our men with samples, models, miniatures, cross-sections, blow-ups, slide-films, movies, or other available devices to make product demonstration and sales presentation simple, easy and dramatic in effect? ☐ Yes ☐ No

D. CONTROLLING SALESMEN

24. Is our over-all evaluation of salesmen's performance based upon modern and systematic determination of territory potentials, after giving effect to possible extensive re-shifting of population and buying power? ☐ Yes ☐ No
25. Are our quotas determined upon a sound and systematic appraisal of territorial and seasonal possibilities, instead of upon the sole basis of previous performance? ☐ Yes ☐ No
26. Does our sales reporting method provide for record of the salesman's activity while trying for orders, as well as a record of orders received? ☐ Yes ☐ No
27. Does this sales reporting method signal management promptly if and when a salesman neglects to call on a customer or prospect, or fails to perform the proper "pattern-of-duties?" ☐ Yes ☐ No
28. Are our Sales Reports made out in such form as to be readily totallable? ☐ Yes ☐ No
29. Are such totals cross-analyzed and studied as a regular part of my sales management activities? ☐ Yes ☐ No
30. Do we supply the salesmen regularly with analyzed, comparative studies of their own performances? ☐ Yes ☐ No
31. Have we utilized our Sales Reports as a means of devising quantitative standards of sales activity, sales cost, and sales results? ☐ Yes ☐ No
32. Do our plans provide for classification of customers by volume, profitability or other yardstick of over-all "desirability?" ☐ Yes ☐ No
33. Do we plan to make active use of this customer classification as a guide to the frequency and kind of contact and service to be given, to the end that our selling may be a selectively-controlled and thereby, more profitable, operation? ☐ Yes ☐ No
34. Do we plan to maintain individual customer contact and purchase records both in the office and in the hands of salesmen? ☐ Yes ☐ No
35. Do our plans recognize the post-war importance of controlling sales costs, and have we set up clear-cut expense policies to meet post-war necessities? ☐ Yes ☐ No

E. SUPERVISION

36. Do our plans provide for at least one field supervisor for each 10 field men? ☐ Yes ☐ No
37. Do our supervisors make adequate reports on their activities and expenses? ☐ Yes ☐ No
38. Do we have suitable Check Sheet for Supervisor's use in checking and reporting on quantity and quality of work of individual salesmen? ☐ Yes ☐ No
39. Does Sales Manager visit the field at least four times a year? ☐ Yes ☐ No

F. STIMULATION

40. Do my plans provide means for placing before our salesmen clear-cut objectives with respect to both activity and results? ☐ Yes ☐ No

41. Do my plans provide means for posting each salesman's score promptly after the close of each sales period? ☐ Yes ☐ No
42. Do our plans provide for regular use of campaigns and contests, with short-term incentives and rewards to keep salesmen continually "on their toes?" ☐ Yes ☐ No
43. Are these contests designed so that other than the "top-notch" volume producers can sometimes win top-place awards? ☐ Yes ☐ No
44. Do my plans provide for "contests within contests"—i.e. competition between divisions, districts? ☐ Yes ☐ No
45. Do my plans provide means for prompt two-way "communication" between management and field salesmen, in the form of house magazines, bulletins, meetings, or close personal or telephone contact? ☐ Yes ☐ No

G. ADVERTISING AND SALES PROMOTION

46. Is our advertising tied into the same clean-cut sales objective set for our selling force? ☐ Yes ☐ No
47. Is our sales force thoroughly sold on our advertising and trained really to make effective use of it as a selling tool? ☐ Yes ☐ No
48. Are our mailing lists of past, present and prospective outlets or customers revised and up-to-date? ☐ Yes ☐ No
49. During the war period have we been maintaining friendly mail contact with prospects as well as customers? ☐ Yes ☐ No
50. Do the advertising and sales promotion departments report to the Sales Manager? ☐ Yes ☐ No

H. RE-BUILDING DISTRIBUTION

51. Do we regard our distributive outlets as a functional extension of our own sales organization, requiring similar care and attention to selection, training, supervision and stimulation? ☐ Yes ☐ No
52. Do we have all the Distributor, Jobber, Dealer outlets needed to distribute our proposed post-war volume? ☐ Yes ☐ No
53. Do we have accurate lists of all such prospective distributive outlets? ☐ Yes ☐ No
54. Have we, or do we plan to "soften them up" with mailing preliminary to salesmen's call? ☐ Yes ☐ No
55. Does our new-outlet proposition or franchise provide for adequate product service and merchandising assistance? ☐ Yes ☐ No
56. Have we planned a really hard-hitting visualized presentation of our franchise story to new outlets? ☐ Yes ☐ No
57. Have we made sufficient allowance for high mortality among distributive outlets who have signed up on skeleton or "phantom" franchises during the pre-reconversion period? ☐ Yes ☐ No
58. Do our plans include means for replacing these lost outlets promptly? ☐ Yes ☐ No

I. RELATIONSHIPS WITH TOP MANAGEMENT

59. Do I, as Sales Manager, sit in with the Board of Directors, Executive Committee, or other policy-making groups, at the time important decisions, affecting sales policies and operations are made? ☐ Yes ☐ No
60. Does my Sales Department operate against an annual, semi-annual, or quarterly budget, approved by top-management in advance? ☐ Yes ☐ No
61. Do I submit frequent periodic reports to top management, keeping them sympathetically informed of both problems and progress? ☐ Yes ☐ No
62. Have I made it a policy to establish and maintain friendly and understanding contact with other departments, particularly Design, Engineering, Production, Credit, Traffic and Comptroller's Offices? ☐ Yes ☐ No

J. RELATIONSHIPS WITH GOVERNMENT

63. Do I have established contacts with operating heads (not titled big names, but the "working" heads) of important government departments and bureaus affecting our post-war civilian sales, such as OPA, FTC, USES, F&DA, WPB, WLB, OCR, SEC, etc.?
☐ Yes ☐ No
64. Do I have established contacts in state and local government units?
☐ Yes ☐ No
65. Do I really understand the thinking of a typical government bureaucrat and know how to work with him and get his legitimate cooperation?
☐ Yes ☐ No

K. PERSONAL PROGRESS

66. Do I have a program for my own personal progress, including expansion of my thinking and upping of my personal income?
☐ Yes ☐ No

67. If I make a conspicuous success of my post-war sales management job, will my own personal compensation arrangement automatically raise my pay accordingly?
☐ Yes ☐ No
68. Have I got my eye on a specific bigger job ahead and am I preparing myself to hold it?
☐ Yes ☐ No
69. Am I training an understudy to take my job when I move "upstairs?"
☐ Yes ☐ No
70. Do I believe that in the Post-Victory era, the sales manager's job is the most challenging, most interesting, most useful and most profitable job I am currently capable of holding?
☐ Yes ☐ No

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Score Yourself Here

Number of "YES" Answers _____

Multiply by 1.43

YOUR SCORE _____

80 is EXCELLENT

60 is GOOD

50 is PRETTY PUNK

40 is LOUSY

20—Resign before you are found out!

To get a score of 100, you must — well, finagle a little.

To get a score of 80, you must have 56 Yesses.

To get a score of 60, you must have 42 Yesses.

To get a score of 50, you must have 35 Yesses.

To get a score of 40, you must have 28 Yesses.

To get a score of 20, you must have 14 Yesses.

tool of selection, the psychological aptitude test? If so, shall he rely on such tests heavily, or combine with them the other modern devices for selection, such as mentioned in Question No. 6?

Hiring Supervisors. And what about supervisors, those almost-always-forgotten men on the sales force? Is he going to hire them outright, use men he already has available, or train former salesmen to do the supervisory job? (And perhaps we should add: Is he going to do without supervision altogether, as so many sales managers in the past have mistakenly done?)

Salesmen's Compensation Plans. Then the sales force must be paid. That calls for some well-thought-out plan of compensation. Shall he use the pre-war plan, as is, or shall he endeavor to doctor it up to meet new conditions? Or shall he scrap it and start in fresh to devise a plan tailor-made to his new-day situation.

Naturally, if he is a wise and experienced sales director, he wants his sales compensation plan to be a tool

of management. He wants to use it to buy from his field force the kind of effort and the kind and amount of results which will make his over-all job successful. He wants to inspire his men to do the long-range development work such as new distribution selling, and to grub faithfully at some of those necessary but distasteful tasks which all salesmen dislike. And finally, if he has streamlined his thinking, he will realize that management, in the field, is as important as salespower in the field, and he will endeavor to include in his incentive pay plan, his supervisors, district managers and branch managers.

In fact, the really astute sales manager, worthy of the great responsibilities which face the sales managers of tomorrow, will have a complete written program for every step of the recruiting, hiring and paying process.

B. Training Salespeople

The time is past when a sales manager can ask: "Shall we, or shall we not train our salesmen?" Judging from

the volume of sales training already in the creative stages, every company of any importance is planning to give its sales force more or less formal training in products, product-application, and selling technique.

Whom to Train? The sales manager may ask himself: "Is it necessary to train both old men and new?" To which the obvious answer is "Yes." The experienced men are out of practice; their selling muscles are flabby, and they need refresher training as much as the salesmen new to the company need over-all instruction.

But the sales veterans will not require the same amount or kind of training as the beginners. In fact, the head of the sales staff will wish to make sure that his training program distinguishes between the training for old men and that for the new recruits. He knows from experience that the older men will be bored with the—to them—already-well-understood details which must be given to the new men, therefore, he arranges to separate the two groups, at least in the initial stages of the training.

Training Distributive Outlets. A pre-view of the plans already under way for post-war sales training shows that training will be provided by hundreds of companies, not only for their own field salesmen, but also for their jobbers', distributors' and dealers' salespeople. If your plans do not extend to these levels, it may prove wise to re-examine the whole program, with the thought of making your proposed training service to distributive outlets comparable to that which competitors may be intending to offer.

This aspect of sales training is of considerable importance, for it is obvious that since dealers cannot accept *all* of the training programs offered them, they are likely to accept only the *best*. In other words, many companies will face competition in the "sale" of their training activities as well as in the sale of their products. And in many instances, the best available means of getting the dealer's attention and the interest of his salespeople will be through the sales training program.

Training Techniques. In building the training program, whether for his own men, or for the salespeople of his distributive outlets, the sales manager who has been over the road before will make sure that ample time is provided for open discussion after each formal presentation session. Experience suggests that the after-discussions are worth as much as, or more than, the formal sessions. It is in these discussion periods that the generalities introduced in the training are interpreted in terms of the salesperson's specific personal problems. Until that occurs, the training never really becomes the "mental property" of the individual.

The better the formal presentations, the more important it is that they be recorded in printed form for careful and often repeated review. Time after time, I have observed salesmen literally *wear out* an important sales training bulletin and then, still unsatiated, request duplicates. Adult salespeople have long ceased to be students; they do not absorb the lecture material at first hearing, and if the program fails to provide them with an opportunity for review and re-study, a major opportunity for service has been lost.

And, if the sales manager has had previous experience with sales coaching, he will recall that the training job is never done. It must go on, month after month, presenting fresh new angles, interesting re-statements of old problems and re-phrasing of sure-fire solutions. His plan, if wisely based, will not omit this continuation train-

ing and will provide the budget for it and the personnel and facilities for carrying it on.

Today, salesmen, as a class, are more receptive to training than they have been since their first days on the sales firing line. They realize they have grown rusty. They are ready to take a refresher course—and the farsighted sales manager will capitalize upon this obvious opportunity.

C. Sales Tools

The old-time salesman worked mostly without tools, relying on his personality, his acquaintanceship and his long experience to get the business. Tomorrow's salesman will be equipped with the most modern *tools* of selling. The tools will be *better* tools. And they will be more *adroitly* used.

There is hardly a sales manual in the United States that doesn't need revision. Hardly one that doesn't need to be re-examined cold-bloodedly to see where it fits into the new sales job.

Every sales manager needs to examine, too, the possibilities of using samples, cross-sections, models and minatures to make product demonstration more interesting.

Good tools do not make selling *easier*, but they do make it *more effective*. And in tomorrow's highly competitive markets, as always, effectiveness is going to be the final test of the sales manager's competence.

D. Controlling Salesmen

The sales records of United States companies are in a deplorable condition. Partly as the result of disuse during the war, yes, but basically because adequate records of sales and sales activities are seldom evaluated at their true worth as tools of effective sales management.



Often there is basic disagreement between the company's accounting department and the sales department as to which should be responsible for installing and maintaining such records. Then, more frequently than not, there is a complete absence of the *statistical* point of view (as differentiated from the *accounting* point of view). Both points of view are needed in a full-fledged sales records operation.

Still more deeply rooted in the consciousness of many sales managers is the belief that sales effort cannot be measured. There are many imponderable forces at work in selling, to be sure, but it is possible to evaluate sales *effort* and sales *results* both quantitatively and qualitatively.

Using Territory Potentials. One of the most basic yardsticks against which to measure sales results is a territory potential. The sales manager, looking to tomorrow's selling, will reach early for such a potential measuring stick. There is hardly any business for which fairly reliable territory potentials cannot be devised. In some lines they can be comparatively simple; in others, many factors must be combined to make a suitable market potential measure. Some businesses will find the standard indices, such as Hearst's Buying Power Index, or the SALES MANAGEMENT Index, published annually in the *Survey of Buying Power* issue of this magazine, usable as measures of their territory potentials. In other lines, these measures are wholly unusable for caliperling the potential market.

But every sales manager can approach the question of territorial potentials with a strong conviction that a suitable yardstick can be found for his business. Once he finds the yardstick and begins to base his sales management decisions upon it instead of upon guesswork, he never again will wish to go back to the old "just-guess-and-go" days.

For example, one manufacturer, upon examining his new market potential study, found that one division had 21.33% of the total market opportunity, while another newly-created division had only 1.55% of the total potential. One division made 16% of the sales, another only .84% of the sales. But more important, one division had a performance factor (ratio of sales to potential) of 2.206, while another had a similar factor of only .272. In other words, one division was doing eight times as well as the other! This performance factor washes out all major differences in market opportunity and represents the kind of a selling job really being done in rela-



U. S. Marine setting up a telephone switchboard on an island "somewhere in the Pacific"

If only switchboards grew on trees!

That would make things a lot easier for our fighting men, for us, and for every one who is waiting for a home telephone.

But switchboards and telephones and electronic equipment of many kinds must still be made by telephone factories for the armed forces.

Your patience in this emergency makes us eager to take care of your home telephone needs just as soon as possible.

BELL TELEPHONE SYSTEM



The girl in the telephone Business Office—thousands have come to know her courtesy and desire to help.



tion to the potential available in the territory.

Do you believe that the company would have created a new division with only 1.55% of the company's total potential, if it had had the facts? Certainly not!

This company's study revealed, for instance, that any territory with a potential larger than \$1,250,000, invariably showed up with a poor performance rating, indicating that such territories were too large to be effectively covered by one man. Yet, for reasons which even the management was un-

able to explain, one salesman had a \$6,000,000 territory. Obviously no man could do a good job in such a large area. And "yet" still, only 60 days prior to the completion of the market study, the sales manager had given this salesman an additional slice of geography to cover. (This additional territory was not reflected in the market potential study.) In other words, you need only compare the scientific with the rule-of-thumb managements, to realize that the latter will have small chance in the highly-competitive post-war sales world.

A market potential study has many uses: It enables sales management to forecast the company's total sales with considerable accuracy. It enables sales management to allocate territory systematically and equitably. It provides a realistic means for evaluating salesmen's performance. It helps in setting quotas. It provides the background facts for setting up contests. And most important of all, it enables the sales manager to deal with his men and his management on the basis of sound facts, not guesswork.

Salesmen's Reports. Salesmen's reports are an important implement of sales control. True, a great deal of controversy rages around the subject, but most of it traces back to a basic failure to realize that the moment a business, or department, grows beyond the one-man stage, reports begin to be needed. Whenever one man plans, and another executes, reports are needed. Whenever one man assigns tasks, and another carries out the assignment, reports are needed.

Certainly, in the case of a sales force, located far from headquarters, often far from any regular and systematic supervision, reports are essential. The modern sales manager wishes to know not only *what* orders his men get, but also what activities they engaged in *which did not get orders*. He wants a sales reporting and control set-up which will signal him whenever a salesman is failing to carry out his standard pattern-of-work. And he wants reports which can be totaled, because he hopes eventually, out of such totals to evolve an equitable minimum standard of work, which all salesmen under his jurisdiction will be asked to measure up to, or surpass.

At a recent marketing conference, a highly respected executive who has had close contact with both production and marketing executives for many years, made this amazing statement to me privately: "After more than 25 years dealing almost daily with both production and marketing executives, I have come to the conclusion that the production men know their jobs better and administer them much more competently than the sales managers."

Figures as Management Tools. One way for sales managers to change this opinion is for them to make better use of figures as guides to management. The sales manager should study not so much the salesmen's individual daily summary call reports, but the analyzed periodic summaries which are derived from these daily reports. One of America's really great sales executives once said: "I can



TO SEE THE HOUSTON OF TOMORROW ...LOOK AT HOUSTON TODAY



AMERICA'S NEW Chemical Center

Approximately 80 per cent of all chemical plants erected in the United States since Pearl Harbor are located in the Houston area. These, with the important chemical industries already here and the many planned for the postwar era, will make Houston the dominant chemical industrial center of America.

Houston is at the hub of the great synthetic rubber industry on the Gulf Coast which is turning out over 50 per cent of the nation's supply. Among many other important chemical industries in the Houston area is Dow Chemical Company with a \$150,000,000 establishment producing magnesium, styrene, thiokol, chlorine, caustic soda, bromine, ethylene dibromide, ammonia and nitric acid. Monsanto Chemical Company, already operating a huge styrene plant, is

planning a tremendous plastics plant. Newcomers include E. I. du Pont de Nemours Company, which is to erect a \$50,000,000 plant on an 822-acre tract.

Ninety per cent of the nation's sulphur is produced near Houston. Texas produces 40 per cent of the country's petroleum, and Houston is its major concentration point. Unlimited supplies of natural gas and of salt from salt domes are found in this section. This abundance of raw materials plus low cost natural gas fuel and electric service, ample water supply, deepwater port, 18 rail outlets and many hard surfaced highways make Houston a natural center for chemical manufacturing and distribution. Yet the chemical industry is only one of many important industries which assure the continued rapid growth of Houston, already the South's largest market.

**The Houston Market is sold
when your story is told
... in The Chronicle**

THE HOUSTON CHRONICLE

R. W. MCCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

First In CIRCULATION and ADVERTISING for the 32nd CONSECUTIVE YEAR

tell more about a man's ability by studying his summaries than I can from knowing his intimately and observing his daily work." He wasn't depreciating the value of the human factors; he was merely indicating his conviction that the human factors, in the end, must add up to sales results, or they aren't of value in the job.

Sales summaries, if derived from soundly-designed sales reports, will tell the sales manager when a man is lazy or ill; whether he is a late starter, an early quitter, or a real stick-to-the-job worker. They will reveal whether he dislikes a customer or likes him too well; whether he shuns cold canvass calls; whether he is a tourist, or a boresome "visitor;" whether he is faking his reports or really doing the job he claims to do. And provide numerous other facts which every sales manager needs to know.

"Performance Pictures." Every salesman is entitled to have an analyzed comparative statement of his own performance at frequent intervals, preferably with comments by his immediate superior, as to the quantity and quality of his work and suggestions as to the emphasis to be given to various parts of his job. A salesman will spend hours of his own time studying such an analyzed picture of his own performance and his work will improve constantly as a result.

It can be set down almost as an axiom that a typical salesman has little capacity for *finding* his own problems or *discovering* his own weaknesses, but he has an amazing ingenuity in *solving* those problems or in bolstering up his weaknesses once they have been pointed out to him. Certainly, the sales manager who fails to show the salesman a frequent picture of himself in action, fails also to get from his sales force much of the self-improvement of which they are capable.

Customer Records. Customer records of various types, are valuable aids to sales management. A "must" in almost every business is some method of customer classification, sorting customers into simple ABCD groups, indicating their desirability in terms of volume, profit or some other measuring stick. Out of this customer classification can grow policies as to type and frequency of coverage, even policies with respect to such important matters as prices, discounts, terms, etc. During the war period, customer classification methods have been almost indispensable as a means of allocating scarce merchandise on an equitable basis. Such records will be found of even wider usefulness in peacetime selling.

Records of customer purchases in the hands of salesmen are of the utmost value in increasing volume and in selling the proper "assortment" of items. Hundreds of examples could be cited to prove this. Traveling with the jobber salesman of the country's largest food distributors, one of our executives observed one man consistently got larger orders than two other men with whom he had traveled the previous week. Typical conversation: "Well, it's time to get orders in for SYZ Gelatine." "O.K., send me a car!" Then came business of salesman

consulting his customer purchases book. "Why, you bought three cars last year." "Did I, gee I didn't think we sold that much last year. Well, we'll need about four cars this year—space it out and we'll take it." *Result:* A 300% bigger order, part of which ABC Gelatine might have gotten the following week, if Mr. Salesman had not had his Customer Purchases Book. This experience was repeated again and again, over the country, with the result that this company's salesmen now carry Customer Purchase Records as a part of their standard equipment.



In **LAWRENCE** The **EAGLE-TRIBUNE** *is read in 9 out of 10 HOMES**

It's the home newspaper in Greater Lawrence . . . home-delivered, home-read. It reaches the family "buyers" right in the home.

The EAGLE-TRIBUNE covers Lawrence, capital of worsted textile industry in America, and surrounding communities in the prosperous Merrimack Valley manufacturing area.

Here's a market with a stable population . . . no reconversion problems . . . and a high wage level. Read in 9 out of every 10 homes in Greater Lawrence, the EAGLE-TRIBUNE is your best way to sell this lucrative market.

*82% of the EAGLE-TRIBUNE circulation is home-delivered by EAGLE-TRIBUNE newsboys.



Control of Sales Expense. Expense control has been forgotten during the era of high excess profits taxes, but every sales manager knows that once the high profits, high taxes days are over, management will demand overnight that sales expense ratios be sheared to a minimum. Meeting this future need starts with the building of a realistic sales expense budget, followed by the setting up of future expense policies, practices and controls. A quick and easy way to gain confidence of top management is to demonstrate real control of selling expense.

E. Supervision

It is a reasonably well accepted axiom in management circles, that an executive who has more than a half dozen sub-executives reporting to him has a badly-organized set-up.

But a sales manager, with a single administrative assistant, will endeavor to supervise 100 field salesmen without batting an eye. Yet the principle is fully as applicable to sales organization in the field as to the internal office organization. Therefore, the sales manager will wish to re-examine his plans for field supervision of his sales force. Ideally, if he has a city sales force, he will need a supervisor or "block man" for each five salesmen. If he has a country sales set-up, he will need a supervisor, branch, district or division manager for approximately each 10 men.

And supervisors will not be excused from making regular reports of their activities, their findings in the field, and their expenses.

Promoting an extraordinarily good field salesman to be a manager or supervisor, without first having given him adequate training in the essentials of manpower management, is one tested way to lose a good salesman and get a poor manager. It is important, of course, that a manager of salesmen be a good personal salesman, so that he can demonstrate just how the job should be done; good enough, as a personal salesman, too, that the salesmen under him will respect his sales ability. But—being a personal salesman is only a fraction of the manager's job. And it follows that you must either give your prospective managers management training in advance, or else promote untrained men.

A Representative of Management. It is important that the manpower supervisor or manager should identify himself with management and management's aims. Failing this, there is a strong inclination to make common cause with the man he is to supervise.

This soon makes a comfortable set-up for everyone except the sales manager.

A partial preventive, which helps to avoid this situation, is to require supervisors to make reports on standardized Check Sheets, providing both a quantitative report and a qualitative opinion on the salesman's performance. The Check Sheet won't prevent collusion and mutual back-scratching between supervisor and field men, but it will provide the sales manager with a means for promptly detecting such a situation, if and when it develops.

Sales Manager's Trips. There is no substitute, of course, for frequent trips, but the experienced sales executive finds that he must set himself an objective which includes more than mere socializing, eating, drinking, golfing, and night-clubbing. These "pseudo-vacations" sometimes work more harm than good to field morale and discipline. A wise sales manager keeps the vacations and the business trips entirely separated.

F. Stimulation

There are few modern sales managers who must be persuaded to use sales campaigns, contests, drives, etc., as devices to stimulate top effort and bigger, and more selective, volume.

The astute sales director never forgets that salesmen are people, and that contests and campaigns must be sold to them—not merely announced. In fact, it often pays, in a small sales force, to spend as much money on promotion as is reserved for awards, because the awards alone, be they money, merchandise, or honors, are not enough to stimulate men to their highest efforts.

Are your contests always on volume? Or are they sometimes based on effort factors, such as calls, interviews, demonstrations, presentations, etc.? If you have a market potential background, you will find it useful in basing contests, and in judging results and awarding prizes, too. The frequent complaint of the field force, "What's the use? The same men always win," is unusually the result of basing the awards on a straight volume objective without consideration of market opportunity, or it arises from a lack of imagination in setting up the contest on something other than a volume basis.

Many a well-based contest fails for lack of frequent posting of the score, or for lack of internal competition or contests - within - contests, or because bulletins of results do not go out promptly.

Rate yourself realistically on these points when you turn to the Chart.

G. Advertising, Sales Promotion

Advertising and sales promotion are tools of selling, and the heads of these activities should report to the sales manager. This is a point of paramount importance. In many companies, we observe the advertising department riding off to the left at great speed, whilst the sales department is pursuing a considerably different objective, 30 degrees to the right. Advertising, sales promotion, and personal selling, in being three horses in the same team, ought to be harnessed as a team, and driven as a team. When this is done, the sales force is almost invariably sold on the advertising. They understand it and use it as a sales tool.

During the war, most companies, having Uncle Sam for their largest, perhaps their *only*, customer, have taken steps to keep in touch with their former customers. If the dealer magazine wasn't kept up, at least dealers got an issue of the plant newspaper now and then. And a few companies went to the extra trouble of getting out exclusive dealer editions, and these were well received by the trade.

But what about prospects, prospective jobbers or distributors or dealers—or direct customers—those folks we will want to sell when we are suddenly faced with management's demands to get some orders and get them quickly? Have we neglected our potential sales by not keeping in touch with our *potential* customers?

H. Re-Building Distribution

If 10% of the plans of American manufacturers for expanded production come to fruition, the scramble for distributive outlets is going to be the fiercest competitive battle ever seen in American business.

Many manufacturers are already in the midst of their effort to get post-war distribution. And although few of them have full information on products, design, materials, prices, discounts, etc., they have, nevertheless, signed up numerous outlets. If you have signed up all such outlets you wish, then you have no problem of re-building distribution, unless, as I believe, these contracts turn out literally to be "phantom" franchises, many of which will be abrogated the first day that a competitor offers a deal which the outlet likes better than the one he now has from you.

In case I happen to have guessed right, you will then have the problem of replacing these lost outlets, and your "phantom" franchises will be proven to have been only a delusion. There is no objection to seeking out-



CUSTOM-BUILT *for* SERVICE

For downright day-to-day superior service there is no container to compare with the set-up paper box. These boxes are engineered to fit your particular problem by men whose unique ingenuity has been bred by years of solid, industry-wide experience during peacetime, and vastly accelerated by the innovations of war.

These men are ready and eager to apply their time and talent to a constructive analysis

of your present package, regardless of whether you require sheer, structural strength; distinctive product-identity; economy of packing and shipping . . . or downright sales-appeal! Set-up paper boxes have these qualities . . . and more, and only set-up paper boxes have ALL these points of superiority! It will pay you to investigate their unlimited possibilities. They're "custom-built" for YOU!



Baltimore, Md.
Maryland Paper Box Co.
Boston, Mass.
Bicknell & Fuller Paper Box Co.
Brooklyn, N. Y.
E. J. Trum Co., Inc.
Buffalo, N. Y.
Thoma Paper Box Co., Inc.
Charlotte, N. C.
Old Dominion Box Co.
Chicago, Ill.
Kroeck Paper Box Co.
Columbus, Ohio
Columbus Paper Box Co.

Danvers, Mass.
The Friend Box Co.
Fort Wayne, Ind.
Wayne Paper Box & Printing Corp.
Hoboken, N. J.
Shoup-Owens, Inc.
Kansas City, Mo.
Crook Paper Box Co.
Louisville, Ky.
Finger Paper Box Co.
Kentucky Paper Box Co.
Los Angeles, Cal.
C. W. Hering

Meriden, Conn.
Shaw Paper Box Co.
Newark, N. J.
Mooney & Mooney
Newark Paper Box Co.
New York, N. Y.
A. Dorfman Co.
Pawtucket, R. I.
Shaw Paper Box Co.
Philadelphia, Pa.
Datz Mfg. Co.
Walter P. Miller Co., Inc.
Edwin J. Schoettle Co.
Geo. H. Snyder, Inc.

Philadelphia (continued)
Sprawles & Allen, Inc.
Portland, Me.
Casco Paper Box Co.
Providence, R. I.
Hope Paper Box Co.
Taylor Paper Box Co.
Rockford, Ill.
Paul Bennett Paper Boxes, Inc.
Seattle, Wash.
Puget Sound Paper Box Co.
Union Paper Box Mfg. Co.
Somerville, Mass.
Consolidated Paper Box Co.

St. Louis, Mo.
Great Western Paper Box Co.
Moser Paper Box Co.
F. J. Schleicher Paper Box Co.
Service Paper Box Co.
Tampa, Fla.
Consolidated Box Co., Inc.
Utica, N. Y.
Utica Box Co., Inc.
Watertown, Wis.
Ira L. Henry Company
Toronto, Canada
The Fielder Paper Box Co., Ltd.

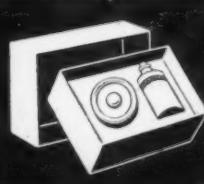
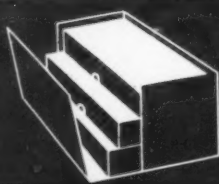
Cooperating Suppliers: Appleton Coated Paper Company; Blackstone Glazed Paper Company; Bradner Smith & Co.; Louis Dejonge & Co.; Globe Mfg. Co.; Hampden Glazed Paper & Card Co.; Hartford City Paper Co.; Hazen Paper Company; Holyoke Card & Paper Co.; Hughes & Hoffman Company; Lachman-Novasol Paper Co.; Marvellum Company; Matthias Paper Corp.; Nashua Gummed & Coated Paper Co.; Pejepicot Paper Co.; Plastic Coating Corp.; Racquette River Paper Co.; Stokes & Smith Co.



The Master Craftsmen of the

NATIONAL PAPER BOX MANUFACTURERS Association

FOR INFORMATION OR SERVICE • CONSULT THE NEAREST SET-UP BOX MANUFACTURER LISTED ABOVE





"I want my sales force reconditioned."



lets now—the point is, be realistic about their legal and practical permanence.

If you are not one of the companies that has the distribution rebuilding problem licked, then the queries on the Self-Evaluation Chart will prove helpful.

Unless you have a product which is widely distributed on a non-exclusive basis, you will wish to keep in mind in your sales planning that the sale of a franchise is not the sale of tangible merchandise, but the sale of an intangible future benefit—in other words, the sale of an *idea*. Salesmen who do well at the simple job of selling a tangible may fall down completely on this job of getting new distribution. Why? Because they do not understand the art of tangible-izing the intangibles comprising a franchise proposition.

This means that the selection and training of a staff for this purpose must be done with these peculiar requirements in mind. It means that the franchise proposition must be wrapped up in package form. Why a package? Because the only way to teach a salesman to sell such a proposition is to have it in a package. The only way you can effectively explain it to a deal-

er is to have it in a package.

One of the difficult problems in selling new distribution is getting enough time from the proposed distributor or dealer to tell your complete franchise story. It is likely to be a long story—some franchise presentations take two hours, some five hours. And that means that your salesmen need to use special strategies to get sufficient time to tell your story. Many smart salesmen make a date with the prospective dealer, jobber or distributor after dinner and spend until midnight, if need be, going over the franchise proposition in detail. You'd be surprised how many dealers are glad to do this. In many cases, it is the only way that the long sales story can get an adequate hearing.

And having gotten a hearing, it is important to have the franchise story organized and visualized for orderly presentation. Any intangible, such as life insurance, for example, requires visualization as an aid to tangible-izing. And the franchise, being an intangible, requires similar visualizing.

If the high spots of the franchise story have been told by mail in advance of the salesman's personal presentation, all the better. Experience shows that such advance pre-selling

almost doubles the number of outlets which the salesman can sell in a given length of time.

In short, the job of selling new distribution is a top-notch type of selling. It requires good men, specific training and well designed tools.

I. Relationships with Top Management

A few months before Pearl Harbor, I sat in the treasurer's office of a well known manufacturer and listened while that functionary "bawled out" the well paid and highly successful sales manager of the company on the telephone for what the treasurer considered to be an excessively high monthly telephone bill for the headquarters sales office.

"Why do you believe it to be high?" I asked the treasurer.

"Well, look at it—\$600!"

"Yes, but you were introducing a new line that month—maybe it should have been \$1,200—how do I know, how do you know? Don't you have a sales budget?"

"Heavens, no! You can't budget this business!"

My sympathies went out to this sales manager who, without a budget, was trying to make every sales expense item conform to the shifting ideas of what a treasurer *thought* they ought to be.

That is only a single sample of what goes on in thousands of business offices where the sales manager is about to be loaded with the heaviest responsibilities of any man in the business and at the same time given only the authority of a high-grade office boy.

In evaluating yourself on the points in section I and K, particularly, be especially realistic. Your future success in your job may depend upon a clear understanding of your rights as well as your duties.

A Place in Top Councils. A sales manager worthy of taking over responsibility for post-war selling should be given a place on the board of directors and the executive committee, where he can participate in decisions while they are in the process of being made.

He is entitled to a sales budget, approved quarterly or semi-annually in advance, along with his sales quota. As long as he stays within his budget and makes his quota, he should not be subject to carping criticism over each invoice or expenditure.

If the company doesn't have that much confidence in their sales manager, they should release him and get a man they believe in. If I were a

sales manager in this situation, I would change the internal situation or resign. No manager can do his best work under such conditions.

A wise sales manager gains his top management's confidence and retains it by keeping in close touch with that management through frequent reports on progress, through discussions of major problems, and close personal association in the office with the men at the top of the various departments.

J. Relationships with Government

Government controls are going to stay after the war, some of them permanently, all of them for many months. Since these regulations and controls affect what the sales manager can and cannot do, he will wish to keep the channels open to discuss his problems with the important men in the various administrative agencies affecting selling.

The sales manager, being part diplomat, being patient and willing to listen to the other man's view—and finally, being a salesman, is especially well equipped for this job. A bureaucrat is a person, and within the confines of the law, and the limits of the regulations, he can be sold—like any other human being.

K. Personal Progress

Frank Galbraith, a famous engineer of Frederick Taylor's time, once said that "Every man should be holding three jobs: The one he is paid for doing day by day; the job of preparing to move up into the situation ahead of him, and the task of training an understudy to take his place."

Applying that yardstick to your own situation, have you got your eye on the specific bigger job ahead—and are you preparing yourself to hold it? Are you training an understudy to take your job when and if you move "upstairs?"

Do you have for yourself a specific program of personal progress, with clear-cut objectives as to position, remuneration and accomplishment? (If you find you are merely drifting with the tide, isn't this a good time to build a realistic plan for your personal future?)

A Bonus Plan for Sales Managers. Now comes the most important of all the questions: "If I make a conspicuous success of my post-war sales management job, will my own personal compensation arrangement automatically raise my pay in proportion to the kind of a job I have done?"

When you want to **KNOW**... go to an expert!



Want to be sure you're buying quality paper?

There's one man who can help you. Your printer. He values paper quality as he values his own reputation...

You'll find that, among these experts, Rising Papers have a reputation of many years' standing. A reputation for performing just a little bit better than the average good paper, no matter what kind or what grade you're looking for.

Prices are the same, however. Rising lines include: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag).

The Rising Paper Company, Housatonic, Mass.

Ask your printer... he **KNOWS** paper!



Rising Papers

PRINTING AND TECHNICAL



Meet WHB's John Wahlstedt— "The Cook Tenor"...and our Program Director

Do not mistake this stern-visaged gent for a Federal Judge or a member of the U. S. Senate. He's 237 pounds of Swedish tenor who has been a fixture at WHB since 1932. He began, and continues, as "The Cook Tenor", and in more than a decade has appeared on some 6080 half-hour programs sponsored by the Cook Paint & Varnish Company. In 1942, when Dick Smith became WHB's War Program Manager for the duration, John took over Dick's former duties as Program Director.

As background, he has a Bachelor's degree in engineering from the University of Kansas; a Master's degree in education; and fifteen years' teaching experience. He left his position as Vice-Principal of Kansas City's East High School to devote his full time to WHB. He's a Shriner; a Jester; "the worst golfer in the state" (his claim); and he loves to hunt and fish, and fish and hunt.

Meanwhile, he not only continues

to sing daily on WHB for Cook's... but he's proud to sing in WHB's praise as the result of a Kansas City radio-station program-survey just completed by the Merchants' Association. Tabulated, here are the facts:

RETAIL RADIO SURVEY Kansas City Merchants Association Tabulating 600 replies to 4775 questionnaires sent by the Association to home-makers in this area.

Question: "Which radio station in Kansas City do you most prefer for Shopping Programs?"

Answers: WHB 364 votes.....60%
Station B 87 votes.....14%
Station C 47 votes......078%
Station D 17 votes......028%
Station E 5 votes......008%

Question: "Do you listen regularly to any of the Shopping Programs which are now on the air?"

Answers: Of the 600 replies, the following mentions were made:

WHB—"Mary Jane on Petticoat Lane"
228 mentions.....38%
WHB—"Sandra Lea" The Plaza Shopper
174 mentions.....29%
Station B—Downtown Store Program
139 mentions.....23%

For WHB Availabilities, 'Phone DON DAVIS at any of these "SPOT SALES" offices:

KANSAS CITY Scarritt Building Harrison 1161
NEW YORK CITY . . . 400 Madison Avenue . . . Eldorado 5-5040
CHICAGO 360 North Michigan FRanklin 8520
HOLLYWOOD . . . Hollywood Blvd. at Cosmo HOLlywood 8318
SAN FRANCISCO 5 Third Street EXbrook 3558

KEY STATION for the KANSAS STATE NETWORK
Kansas City • Wichita • Salina • Great Bend • Emporia
Missouri • Kansas • Kansas • Kansas • Kansas



That question has been asked of more than 2,000 sales executives in various parts of the country and less than 4% have indicated that they have negotiated for themselves an incentive compensation plan which would give them an extra reward for doing a better-than-average job of managing the company's biggest post-war job—selling.

The fact that so few sales managers have incentive pay plans for themselves highlights two widespread weaknesses:

1. It indicates that sales managers are poor business men, poor bargainers-in-their-own-behalf, poor salesmen-of-their-own-services.

2. It shows that top-management does not consider the sales executive to be in the same category with other departmental executives who do enjoy incentive pay in some form.

There is nothing antagonistic toward management in this contention that sales executives should be paid on an incentive basis. Incentive pay has long been an accepted principle in paying salesmen; it is widely used as the basis for paying plant workers. Certainly, the usefulness of the principle is enhanced when morale, attitude, enthusiasm, drive become an important part of the job as in the case of the sales manager, whose very task is to generate these types of sales motive power. Instead of declining to employ a sales executive on an incentive basis, top management, if it is wise and far-seeing, will refuse to hire him on any other basis.

Raising the Sights. To live up to his opportunities and discharge his responsibilities, the post-war sales manager will be compelled to raise his sights, enlarge his horizons, know more about politics, economics and even sociology—as these subjects relate to all business, to his industry, his company and his job. He must see beyond that very little world which in the past, has been *his* world, and try to understand something of the economic, political and social forces, which, willy-nilly, are daily shaping his personal and business destiny. He must glance up, now and then, from the inevitable tasks of scanning orders and approving expense accounts, and realize that his job, as a whole, is bigger than the details which comprise it. In short, the pressures and events of tomorrow will compel the sales manager to be a bigger man than he ever has been before.

Which brings us logically to the final question on the Post-war Sales Manager's Self-Evaluation Chart:

"Do I believe that in the post-

SALES MANAGEMENT

victory era, the sales manager's job is the most challenging, the most interesting, the most useful, and the most profitable job I shall be capable of holding?"

If your answer should happen to be "No," then it seems to me you have but one of two courses open:

1. Get out of sales management work into a job in which you feel a sense of confidence and competence, and for which you have real enthusiasm.

—or

2. Begin now to prepare yourself for your post-war sales management job so that you can feel the needed confidence in yourself, and demonstrate your competence to your men and your management.

Prepare—or Else

Certainly, no sales manager wishes to entrust the huge task of selling tomorrow's billions of dollars' worth of goods to managers who are incompetent, unconfident or lacking in essential enthusiasm. If any reader, after rating himself on the accompanying Self-Evaluation Chart, feels that he is lacking in preparedness, competence, confidence or enthusiasm, let him be thankful that before the critical day arrives when he will have to prove his worth in competition with shrewd, fast-thinking, fast-moving, top-flight sales executives, he still has time in which to do much toward correcting these lacks.

On the other hand, if a realistic self-appraisal brings you out with a score of 80 or better, that is not an indication that you have the world by the tail, with a down-hill pull ahead. You will be competing with many 80-point, and some 90-point men, and those who yesterday were considered tops are likely to be taking lessons from the really top-flight men of tomorrow.



**NATIONAL
LOOSE LEAF
COVERS**

RIDE THE SKIES with the AIRWAY MANUAL

Captain E. B. "Jepp" Jeppesen's Airway Manual flies with more than 12,000 military and air line pilots over some 25,000 miles of Federal airways. It rides the cockpit of every passenger transport in the United States, and is available for immediate reference in every air line flight control office. It is indispensable to every cross-country pilot and in many theatres of actual combat as well.

Captain Jepp chose NATIONAL because he had to have a top-flight cover, made to stand the gaff. So we made his of five ounce brown cowhide, with leather pocket and leather gussets with zipper. Steel Hinge adds to strength... seven rings hold 300 sheets securely. Single lever opens, closes and locks the rings.

We're proud of Captain Jepp's cover... just as you'll be proud of NATIONAL covers for your catalogs, price lists, manuals and sales portfolios... built the LOOSE LEAF way, of course... easy-to-read... easy-to-change... easy-to-expand.


It's quite likely you can use stock covers from the new, varied NATIONAL line... then again, like Captain Jepp, your needs may call for something special. Write us for advice and suggestions... or, if you prefer, our representative will call.



NATIONAL BLANK BOOK COMPANY

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS

NEW YORK CHICAGO BOSTON SAN FRANCISCO



**"MEET YOUR CONTRACTOR-
BUILDER CUSTOMER"—**

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking's about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

PRACTICAL BUILDER
59 East Van Buren Chicago 5

The "BIG 3" *LINKS*

**Pacific Coast's huge
new "A" markets
together for you!**

SEATTLE
POST-
INTELLIGENCER

SAN FRANCISCO
EXAMINER

LOS ANGELES
EXAMINER

"THE BIG 3"



SEATTLE
POST-
INTELLIGENCER

SAN
FRANCISCO
EXAMINER

LOS ANGELES
EXAMINER

**Start an endless chain of profitable sales now
by reaching 4 out of every 10 families in the Pacific
Coast's giant "A" markets!**

Your choice of:

- Run of paper in black-and-white.
- Pictorial Preview color or black-and-white:
in 1,000-line space units only. Some space
for 1945 still open . . . if you act now.
- Group rate . . . one order, one operation.



THE BIG THREE

Pacific Coast Sunday Group

National Representatives: Haurat Advertising Service

Policies That Built a Sales Force To Average Earnings of \$6,300

Brown & Bigelow want their salesmen to make money. They seek men of high type, and their qualifications are stiff. The man-building policies outlined here have substantially reduced turnover on the sales force in the twelve years they have been in operation.

Based on an interview by Larry Fitzmaurice with

CHARLES WARD

*President and General Sales Manager
Brown & Bigelow
St. Paul*

BROWN & Bigelow, St. Paul, creator of remembrance advertising, reached a remarkable goal in boosting the annual average earnings of its sales force of 480 men for 1944 to \$6,300.

In many ways a unique sales organization, Brown & Bigelow attributes much of its record in the advertising specialty field to its business philosophy which measures sales and sales quotas in terms of salesmen's earnings and not dollar volume. As president and sales manager, Charles Ward has a driving ambition to make every salesman, every district sales manager—in fact, every employe, earn more money. He wants them to have better homes, better automobiles, higher standards of living, and a measure of security so they can do a better job.

Structure of the Force

In structure Brown & Bigelow sales organization differs little from those of most other companies. At the top directing the sales effort is Mr. Ward. Five assistants direct activities of the 27 district managers, supervising their sales divisions in the principal cities of the United States. These five assistant sales managers each direct a field man operating from the home office to carry out the program. Representatives in foreign countries are directed from St. Paul by an authority on export.

In 1933 when Mr. Ward became president and general sales manager the average annual earnings of salesmen was less than \$2,000. Mr. Ward's first ambition was to push this to \$5,000. It took him until 1942 to do it but that year the sales force of nearly 500 earned an average of \$5,300, but it wasn't a free ride on a

national wave of prosperity that did it. It took work, system and an intelligent application of other factors.

In arriving at an average earned income of \$6,300 for 1944 there was naturally a wide spread between the lowest and the highest paid men in the sales force. The 15% who earned the smallest amount earned between \$3,000 and \$4,500 last year. About 25% were in the \$4,500-\$6,000 bracket. Six per cent earned more than \$15,000. The remainder was intermediate.

The President's Club

The company believes in supplying incentive and creating security for its employes, and for years has had a President's Club. To qualify a salesman must have made a certain quota for five years. Mr. Ward added a new wrinkle; when he is enrolled the salesman is given a \$5,000 life insurance policy free, with an option to purchase \$2,000 more at nominal cost. The success of this club is measured more by service and loyalty than sales.

Mr. Ward instituted another plan based on sales performance known as the Star Group, qualifications for membership in which are higher. To earn it a salesman must produce a certain quota each year. The first time he makes it he gets a star with one diamond set in it. For each successive year his sales performance increases another diamond is added to the star. The number of years he maintains his record is shown by a colored numeral in the center of the pin. When a Star man qualifies he, too, is presented with a \$5,000 life insurance policy, in addition to his other merit awards.

Believing that every salesman should have some measure of security, there is a plan by which all salesmen are given

a \$1,000 life insurance policy at the end of six months' selling and an opportunity to buy \$2,000 additional at nominal cost. Thus a salesman, after five years, can earn a total of \$11,000 free life insurance and \$4,000 additional participating insurance at negligible cost.

Building up a sales organization in which the average salesman's earnings are up in the executive brackets was no hit or miss proposition. There are a lot of things the district manager and the home office want to know about an applicant before he is put to work. If an analysis of his qualifications fails to come within a certain prescribed range, a screening process automatically eliminates him from further consideration.

What the Analysis Covers

The analysis is based on a standard of averages for men who have made a success in the specialty advertising field. There are eight personal elements which are considered in the analysis:

1. Age. The average age of success is 42. If an applicant is under 30 he is considered to lack business experience; if he is over 50 he is believed to have lost the ambition essential to success in a new undertaking.

2. The number of jobs successful Brown & Bigelow salesmen held in the 10 years prior to their present job was found to be an average of 1.6. If the applicant has held more than three jobs in that length of time, he is believed to have had no goal in his business life, nor likely to have one in a new connection.

3. Every successful Brown & Bigelow salesman is the owner of real estate; if the applicant is not he is analyzed to possess little financial responsibility.

4. The amount of life insurance carried by successful Brown & Bigelow salesmen, not counting gratuities, is \$8,000; if the applicant owns less than \$2,500 he is believed to be a person of questionable providence and responsibility.

5. Eight out of 10 Brown & Bigelow salesmen are lodge members; if the applicant is one it indicates he is congenial.

6. All Brown & Bigelow salesmen own automobiles; if the applicant doesn't, it is believed he isn't tending to his business properly.

AMERICA'S LEADING CIGARETTE MANUFACTURERS

THE SATURDAY EVENING

POST



use Post pages to establish and maintain brand preference.



PEOPLE PURCHASE
PRODUCTS THAT ARE
PICTURED IN THE
SATURDAY EVENING
POST

7. Nine of 10 Brown & Bigelow salesmen had other jobs when they came to the firm and the analysis standard holds if the applicant is not currently employed he lacks ability.

8. If the applicant needs less than \$200 a month to start he is accustomed to too low a living standard; if he needs more than \$500 he is expecting too much at the start.

Failure to meet successfully one or more of these standards doesn't arbitrarily bar an applicant from a job, but the analysis gives the district manager a clearer insight into the

character and personality of a new man than any system the company has yet devised.

When district managerships or other better jobs in the sales force are open the field force is surveyed for a man who best meets 7 high qualifications.

1. Has he a well-balanced sales record in calendars, engravings, leather goods, playing cards, direct sales, advertising specialties, and sales counsel accounts?

2. Is he a leader and does he show aggressiveness and good personality traits?

3. Is he a good business man; has he the ability to handle his own affairs; does he keep records, and has he a good credit rating?

4. Is he unselfish; does he cooperate with his fellow salesmen?

5. Is he loyal to the company and to his customers?

6. Has he brought new salesmen into the company? This is important because his prime function as a district sales manager is to maintain sales personnel.

7. Does he have vision?

Brown & Bigelow uses a standard of sales performance based on the average of the records of its 10 salesmen with the highest records for a given number of years on a territory to determine what is the sales potential of every community in the United States over 2,500 population. Continuous performance becomes the measuring stick of sales perfection.

Contests Are Played Up

The company is a firm believer in sales contests. The competitive spirit is played both between the individual salesmen and between the district offices. Awards are made on the average sales, number of orders and new accounts. Planned selling with basic sales ideas is the key to the successful record Brown & Bigelow salesmen have compiled. This premise resolves itself into two propositions: knowing the market and knowing the line. Salesmen are trained to realize that every firm that has a product or service to sell is a prospect for one of his ideas. To qualify a prospect, the salesman is expected to know that he has customers, that he has competition, and that his firm must be associated with his prospects' needs.

There are four main factors which will determine the volume salesmen will get from a call: (1) His knowledge of the prospect's business; (2) his knowledge of his own line; (3)

IN THE STATE OF CONNECTICUT

19% of all Retail Sales are made
within the BRIDGEPORT ABC Retail Trading
Zone — a \$256,465,000 volume.

The Bridgeport POST-TELEGRAM

is the dominating newspaper in this great
Connecticut market. It reaches 90% of the
families who spend this quarter of a billion
dollars annually.

NO OTHER MEDIUM CAN GIVE YOU THIS COVERAGE

Represented Nationally by
PAUL BLOCK & ASSOCIATES

COUNCIL FOR MARKET DEVELOPMENT

Consultants...

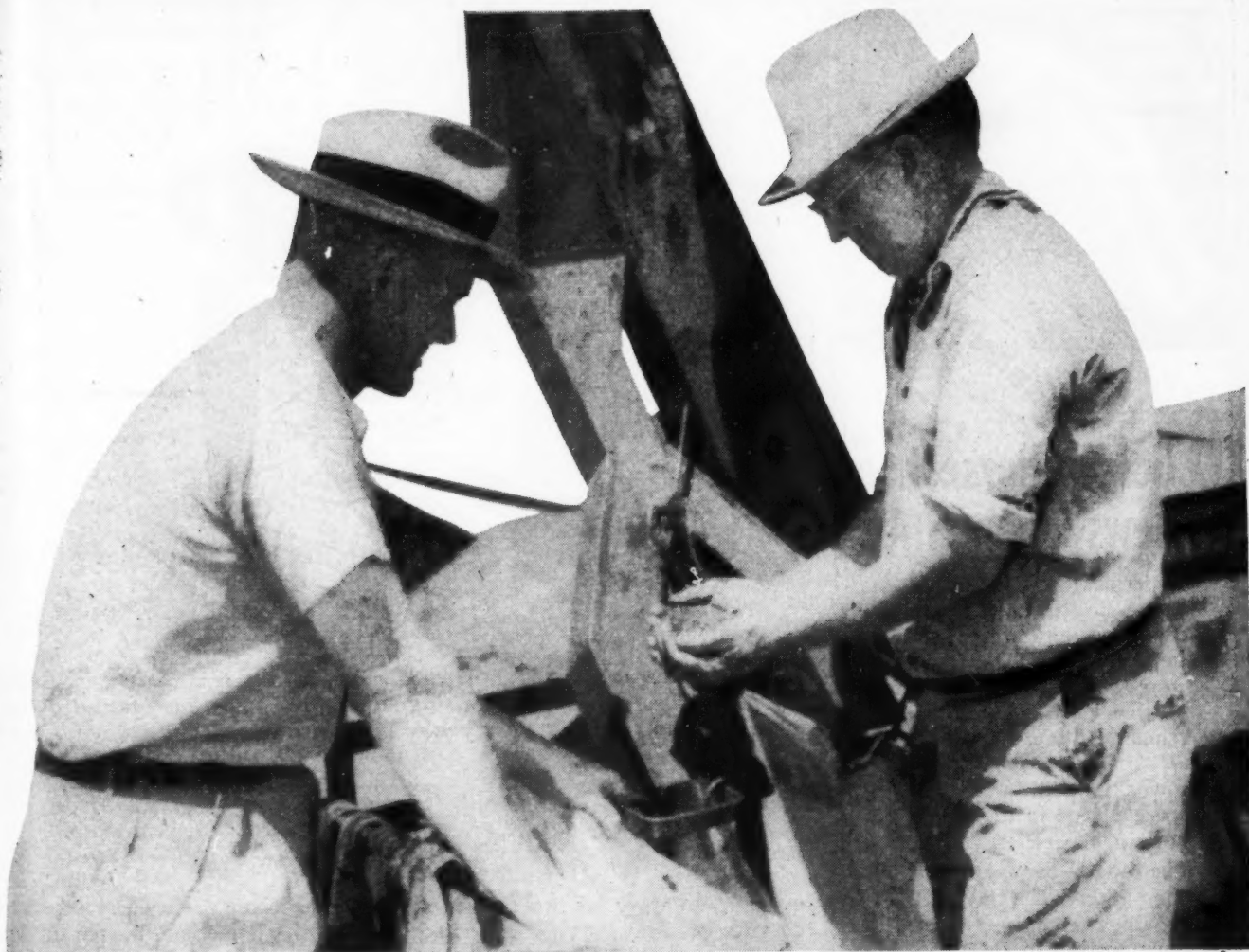
MARKET ANALYSIS
PERSONNEL SELECTION
SALES TRAINING

Odin Thomas

Director

5057 Woodward Avenue
DETROIT 2, MICHIGAN

SALES MANAGEMENT



Which is the Editor?

HERE are two Alabama farmers looking over Caley peas as they come from the combine. If you are acquainted with Alec Nunn, you will know that the farmer at left is Editor of the Georgia-Alabama-Florida Edition of *The Progressive Farmer*.

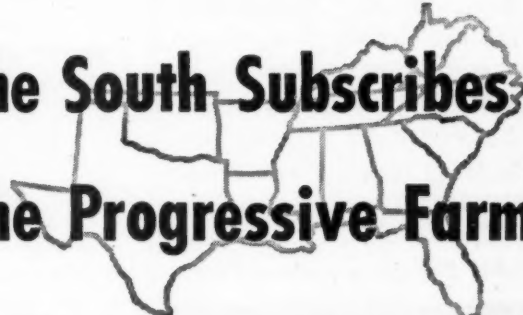
Most of our editors look like farmers because most of them are farmers...are actively engaged in making a success of farming in the South. Even our Home Editor, Miss Sallie Fletcher Hill, operates her own farm. Through their farming operations and their travels, the editors of *The Progressive Farmer* keep "in neighborly touch" with the rapidly changing problems and opportunities of Southern agriculture.

Each of the five separate, localized editions of *The Progressive Farmer* is edited by people who have their feet in the plowed ground of the territory they serve. That's why the editorial columns of *The Progressive Farmer* are the farmer's language...why

its editorial leadership is practical as well as progressive.

And that's also why your advertisement in *The Progressive Farmer* makes you a good neighbor to your Southern customers, who are more prosperous today than ever before in history.

The South Subscribes to The Progressive Farmer



Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

6 "Lucky"
California
Markets



6 "Golden Horseshoe" Newspaper Cities

Experienced merchandisers know that to secure complete distribution and sales in Los Angeles County — now the 3rd U. S. Market — that full advertising schedules should be run in all the daily newspaper towns in addition to the space placed in the metropolitan papers.

The 6 daily newspapers of the *S-C-A-N GROUP provide separate home town markets with a population of 258,858 and

\$150 MILLION RETAIL SALES

(Sales Management's 1943 Estimate)

To help make each campaign a complete success, every paper in the S-C-A-N GROUP delivers a genuine, personal and uniform *Merchandise Service*.

Get Complete Details from our
Representatives: WEST - HOLLIDAY CO.

*S-C-A-N GROUP

(The Copley Daily Newspapers
in Los Angeles County)

- 1 ALHAMBRA Post-Advocate
- 2 CULVER CITY . Star-News
- 3 GLENDALE . . News-Press
- 4 MONROVIA . . News-Post
- 5 REDONDO Breeze
- 6 SAN PEDRO . . News-Pilot

SOUTHERN CALIFORNIA
ASSOCIATED NEWSPAPERS

510 S. Spring St., Los Angeles 13, Cal.



"Does it interest you to know that seven of our ten dealers in Buffalo are out of business—one is raising silver foxes, one has opened a bowling alley, and the tenth says you're an unprincipled old robber baron?"



his ability to apply his firm's ideas to his sales problems; (4) qualification of the prospect's ability to buy.

There are two general types of presentation which successful Brown & Bigelow salesmen are taught to make: a planned presentation which is carefully thought out to fit the prospect's sales problems; a quick, concise presentation of a basic sales idea which will fit any business.

Some of the basic sales and business building ideas upon which the success of the company's sales force is founded include complete customer coverage for his business, selecting valuable accounts and remembering them with one of the better items, to give them the recognition they deserve at the end of a year, suggesting that some article be used with a sales letter to build friendship and business with a competitor's customer, or suggesting a friendly act of sending a letter and gift to help bring back customers who have slipped away.

Brown & Bigelow salesmen are taught that the market for the firm's products is as wide as all American business. Wherever some person is engaged in business, wherever he has some relations with other business men in the hope they will trade with him, salesmen are impressed with the fact that they have something to sell which will improve, strengthen and

enlarge those relations. Brown & Bigelow salesmen are trained to know that before they can sell their goods prospects must be satisfied that they will get profitable returns on their expenditures.

As a result of the innovations instituted by Mr. Ward in the past 12 years turnover among the sales personnel has been greatly reduced. When Mr. Ward took over job mortality in the sales force was among the highest in the country. Since the war started the company has lost 12% of its salesmen to the Armed Forces. This percentage figure is low because the average age of the salesmen is 42. The percentage of turnover for other reasons has been steadily reduced until last year it was 7.5%. More than 75% of this latter group were either dissatisfied or were determined to be unsatisfactory the first six months of their employment; the other 25% failed to stay a full year. These percentage figures do not consider those who passed away or retired.

Mr. Ward's new goal of salesmen's earnings is \$7,500 a year by 1949. Based on past performance of his sales organization there seems to be little doubt that this goal will be reached. His own motto which furnishes the inspiration for constant effort on the part of salesmen is: "When you stop being better, you stop being good."

SALES MANAGEMENT

aily's national program poll

Thus *Lux Radio Theatre* wins first place for the eighth consecutive year—ever since *Radio Daily* inaugurated its poll. The New York Philharmonic-Symphony Orchestra has won every year except 1938. Harry James wins a first for the third straight year. So does Dinah Shore—on CBS all of 1942 and 1943 and 65% of 1944. *Let's Pretend* was elected America's favorite children's program in 1939, tied for first place in 1943, and won again in 1944.

AND IN ADDITION TO THOSE CBS "FIRSTS":



Frank Sinatra
(so far, 2 "seconds")



Ted Husing (so far, 3 "firsts," "5 seconds")



Sammy Kaye
(so far, 3 "seconds")



Kate Smith
(so far, 2 "firsts," 5 "seconds")



Gladys Swarthout
(so far, 1 "first," 4 "seconds")



Gracie Allen
(so far, 1 "second")



Take It or Leave It
(so far, 4 "seconds")



Burns and Allen
(so far, 1 "second")



The Aldrich Family
(so far, 1 "first," 3 "seconds")



Shostakovich 8th Symphony
(so far, 1 "second")

For their discerning recognition of these superior programs CBS offers America's radio critics and editors its sincere appreciation. To the artists, our heartiest congratulations.

This is CBS...the Columbia Broadcasting System



BILLY BRAND

STORIES OF NAMES THAT MAKE AMERICA GREAT



Besides a weekly circulation of one million, B NRF's cartoon strips have a large monthly and quarterly circulation.

Notes on the Progress of Brand Names Research Foundation

Piloted by George Russel, Jr., president of John B. Stetson Co., B NRF, now in its second year, is steadily expanding its range of operations in the interest of cultivating better public understanding of the place of brand names in America's free enterprise economy.

WHEN the Brand Names Research Foundation was established just a year ago this past January it was hailed in some quarters, it may be recalled, as just another of those sporadic attempts to sell the value of brand names to the public.

Recently, however, it has come to light that this non-profit organization, in the short span of 13 months, has succeeded in creating and activating a positive, comprehensive program—a day-in, day-out campaign to educate the consumer—and industry, itself—on brand names.

While the foundation started with about 17 member companies, chiefly apparel manufacturers, today it can count many times that number—companies representing a wide variety of industries—on its roster.

Because the education-through-publicity program emanating from its New York City headquarters is so well organized—and because it is so timely in view of the widespread public con-

fusion about mandatory grade labeling—a few of its most outstanding activities are presented here.

To over 575 editors who have requested it goes the Foundation's clip-sheet, "Of Time and Names." Over 100 business paper editors welcome it as do large company house publications. And as it states in its own masthead, it carries "news and views on brand name merchandising, through which manufacturers produce with pride, labor profits, and purchasers buy with confidence."

For example, a recent issue featured an article on Edward H. Gardner, formerly Professor of Economy at the University of Wisconsin, who has gone on the record as seeing brand names as the key to post-war economy and jobs. Another item explained how the Lanham Bill protects brand names and trade-marks. Another was a brief reminder that many a returning G.I. Joe plans to become a brand name merchant in civilian life. In addition there was a cartoon the greater part

of which was devoted to Noah Webster and which carried the caption, "Noah Webster's 10 years' language study and 20 years of compilation made the dictionary that bears his name—the trade-mark of authority."

The Foundation also prepares radio flashes that bring home the brand names story in varied and interesting approaches. More than 500 (60%) of the Nation's radio stations use these radio flashes each week. More than 100 of the country's leading department stores from coast to coast employ these radio flashes as a tie-in with their own paid radio advertising.

Strategic Use of Cartoons

One of the most noteworthy activities of the Foundation, however, is its skillful use of cartoons that graphically tell the facts about famous brand names. Newspapers, business magazines, hundreds of publications regularly print the foundation's "Of Time and Names" cartoons that deal in Ripleyesque style with brand names of history and of today.

The cartoon idea is further employed in a unique comic strip, "Billy Brand." Here are featured case histories in brand names. These cartoon strips telling the story of names that made America great enjoy a weekly circulation of over a million and, inasmuch as they also appear in the National Comics Group publications they enjoy an additional monthly circulation of over five million and an additional quarterly circulation of 4 1/2 million.

SALES MANAGEMENT

In addition, Brand Names Research Foundation, some months ago, instituted an extensive car card campaign. In 8,000 cars of the New York Subway systems cards have appeared carrying the message, "Brand Names enable you to pick and choose—and then buy the brands that give you the most for your money." Also through the National Transitads System brand names cards appear complete with store tie-up displays in 90 communities.

Because educators have indicated their desire for consumer education guides and news, the Foundation has developed a special project to meet the demand. This project (adopted officially in Connecticut) is being used in hundreds of secondary schools and is titled "Common Sense Buying Guides—a Study Project in Intelligent Selection."

It was prepared by Margaret Dana, well known educator and psychologist and author of "Behind the Label." The work consists of a unique color-wheel (12 colors), large color charts, student handbook and teachers' guide suitable for a 13-week course. Over 19,000 copies of the work have been distributed to hundreds of schools in 47 states to date.

Brand Bread and Butter

The Foundation also has prepared an excellent and much needed handbook on the subject of brand names for the salesmen of the member companies. So enthusiastically has it been received that it is now in its fifth printing. It is titled "Your Bread and Butter" and it compellingly brings home to the salesman the importance of selling not only *his brand*, but brands in general. It suggests that for his job's sake, his company's sake and for the continuance of his customers' satisfaction that he get on the *brand wagon* immediately.

Further, it explains the importance of constantly selling his customers the value of brand names. What is more, it gives him ample ammunition to demolish the erroneous claim that branded goods cost more because of the advertising entailed.

For example, he is given the case history of how the advertised brand name "Sunkist" (California Fruit Growers Exchange) transformed oranges from a Christmas stocking luxury—costing about 60c a dozen to an everyday breakfast food—at average peacetime price of nearer 25c a dozen.

The pictograph-illustrated text also gives the salesman the true case history of electric refrigerators. He is shown how, despite all the money spent on

constant improvements—and the money spent on telling consumers about them, the price per refrigerator has steadily come down.

It is presented so graphically that the salesmen cannot escape the irrefutable fact that brand names, through advertising, have led to mass demand and mass production—and thus have been largely responsible for *better living at less cost*. From this enlightening handbook on the subject of brand names the salesman can readily form his own conclusion on the effect grade labeling would have on his bread and butter.

The Foundation frequently releases various special reports and studies of its research findings for consumer study groups, educational institutions and others interested in consumer problems.

One such paper, "For Ladies in the Dark," gives concrete examples of how brand names merchandising has brought this country's consumers benefits unknown elsewhere in the world. One of the case histories presented in this particular paper is that of Kleenex. Here's a product, an offspring of the wood cellulose tissue which was developed in response to appeals of the

Times - Democrat

**A MUST
IN THE TRI-CITY
TRADING AREA**

Davenport, Iowa
Rock Island • Moline, Ill.

An Active, Prosperous Market Of Over 200,000 With—

Retail sales of over \$100,000,000.
Bank debits of over \$833,000,000.
Bank deposits of over \$151,000,000.
Diversified industries for peacetime prosperity.
Extensive plans for postwar public improvements.

Remember

Only the Times-Democrat have 100% home coverage in Davenport—the largest of the Tri-Cities and the shopping heart of the entire trading area. Remember too that only the Times-Democrat have substantial home delivered circulation in all *three* cities. One more thing—only the Times-Democrat have editorial and business offices in each of the Tri-Cities.

Times - Democrat
ABC Retail Trading Zone 296,205

Published in Davenport, Iowa, with Branch Offices in
Rock Island, Moline and East Moline, Illinois



ROCK ISLAND, ILL.



DAVENPORT, IOWA



MOLINE, ILL.

**YOU CAN PAINT
A PICTURE OF
YOUR SALES
POTENTIALS**

Like that...



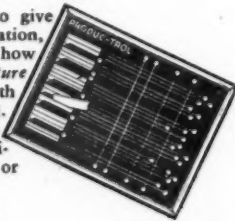
William H. Mathews, Vice President and Sales Director, Devoe & Reynolds Co., Inc., uses Produc-Trol, a visual flow chart to show territorial quotas and expected profits from each sales area.

Let's be realistic. Tomorrow's market will be highly competitive. Postwar product planning is admirable. But just as necessary—even more important, perhaps—is mapping your future sales schedule now.

Getting set today to corral the largest possible share of the consumer's postwar dollar has been made easy by Sales Produc-Trol. Originally designed for use in war production, Sales Produc-Trol has proved to be a valuable tool for sales production as well. With Produc-Trol you can schedule and control every phase of your sales campaigns. You can see at a glance how every man measures

up against his territorial quota and potentialities. You can see—and thus control—your sales record by products, and with Produc-Trol be ahead of competition in the drive for the post-war market.

We will be glad to give you further information, at no obligation, on how you can actually picture facts for action with Sales Produc-Trol. Call a local Produc-Trol Methods Engineer or phone, wire or write to



WASSELL ORGANIZATION
Westport, Conn., Dept. SM

Send today for further information on "SALES PRODUC-TROL", a real aid to efficiency and Sales Planning and Control.

NAME

ADDRESS

CITY.....STATE.....

Produc-Trol

WASSELL ORGANIZATION

WESTPORT, CONN.

PHONE WESTPORT 2 4112

SEE TELEPHONE BOOK FOR PRODUC-TROL OFFICE IN YOUR CITY.
IN CANADA: SEELEY SYSTEMS CORP. LTD. — TORONTO & MONTREAL

Red Cross during World War I for a material many times more absorbent than surgical cotton.

It was offered to the public for the first time in 1924 as a cold cream remover under the brand name Kleenex. Six years later these disposable tissues were featured as having a second major purpose — as handkerchiefs. Sales doubled and the next year they redoubled. The public went for Kleenex tissues for handkerchiefs because they were cheap, sanitary and saved laundry. What happened again in the case of this product?

Sales Up, Cost Down

As sales went up, costs were reduced—and price to the consumer went down. It dropped from 65c in 1924 to 50c in 1926 and again from 50c to 35c in 1932. Six months later it was down to 25c for a box of 200 larger, softer sheets. And here's something particularly worthy of notice—the Kleenex of 1932 was a softer, stronger tissue than the original product and it came in a handy serv-a-tissue package.

Ten years from the date Kleenex was launched nationally, the consumer could buy the large carton of 500 tissues for 41c or the regular 200-sheet package for 18c. Again the sales doubled and once more the price was cut to 13c—two for 25c.

Through the advertised brand name *Kleenex* the public was educated to the advantages of these sanitary, convenient tissues. Consumer response made possible mass production which in turn made for lower price to the consumer.

With a year of intensive, effective work behind it, the Foundation is now expanding its program of research on contributions which brand name merchandising has made to the welfare of the individual consumer.

Broad fields of business are being studied industry by industry.

One study upon which the Foundation is working should turn up a wealth of highly interesting facts and helpful data. It is a project to dig out the facts on what industry delivered to consumers "before" and "after" brand name merchandising became the dominant American selling method.

Chairman of B.N.R.F. is George Russel, Jr., president, John B. Stetson Co. Activities of the Foundation are directed by Hugh McKay, account executive, Institute of Public Relations. A. E. Haase of the Institute, was recently elected Secretary of the Foundation.

SALES MANAGEMENT

"Actual results prove The ROTARIAN'S coverage is tailor-made for our purpose"

says Sarkis H. Nahigian



Sarkis H. Nahigian is president of Nahigian Brothers, Inc., Chicago importers of fine antique and modern Oriental and Aubusson rugs.

DURING ten years as a consistent advertiser, we have found that actual results prove *The Rotarian's* coverage is tailor-made for our purpose," says Mr. Nahigian, in renewing his contract for another year.

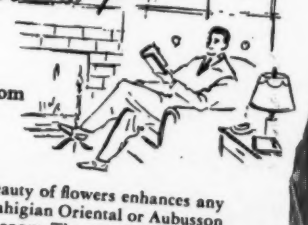
"At first, doubtful whether a magazine appealing primarily to executives in the upper income brackets was a sound investment for an advertiser dealing in house furnishings, we were surprised to obtain important immediate results from our ads and have since watched a steady growth in effectiveness. Very substantial sales of Orientals and Aubussons, including many of the finest rugs in our collection, can be traced directly to our use of *The Rotarian* space, while requests for a free booklet show an exceptionally low per-inquiry cost.

"Your readers and their families provide a very fine market for quality products of all kinds. One profitable sales stimulant which we have been able to use exclusively in this magazine, is an offer to send valuable rugs on approval to Rotarians and their friends. We like to do business with them."

FINE ORIENTALS...

the natural compliment

to a beautiful room



Just as the natural beauty of flowers enhances any surroundings, so a Nahigian Oriental or Aubusson will compliment any room. The exquisite patterns created by master weavers in these fine decorative rugs are as universally lovely and as eternally fresh as the myriad forms of nature which inspire them. From the world's largest selection at Nahigian Brothers, choose a rug rich in living colors captured through secret dyes... hand woven in fascinating designs which mirror those of nature herself... give permanence by lasting, hand-knotted construction. For either home or office, a decorative rug from Nahigian Brothers is your wisest choice.

Rugs sent on approval to Rotarians and their friends.

Nahigian Brothers, Inc.

For 54 Years an Honored Name in Rugs

169 N. WABASH
CHICAGO 1, ILLINOIS

Reproduction of a half page advertisement from *The Rotarian* prepared and placed by Wesley Aves and Associates, Grand Rapids, Michigan, Advertising Agency for Nahigian Brothers, Inc.

★ ★ ★

If you want able-to-buy readers, influential in business, personal and community life, and appreciative of fine quality, investigate the concentrated coverage of business executives delivered* by *The Rotarian*. Detailed information is available to you in our bulletin, "The Uncovered Influence Market." Ask for your copy today.

*Circulation December 1944 issue, 198,505 Net Paid.



THE Rotarian



35 East Wacker Drive, Dept. 14, Chicago 1, Ill.

New York Office: 125 East 46th Street
New York 17, New York

Detroit Office: 7336 Woodward Avenue
Detroit 2, Michigan

Pacific Coast Office: 681 Market Street
San Francisco 5, California

**SIGNED • SEALED • AND
DELIVERED**



Send those orders,
mail those letters, in
Tension Envelopes. They seal quickly
and stay sealed, assuring safe delivery
whether they travel by land, sea or air.

TENSION KNOWS HOW I

**TENSION
ENVELOPES**

TENSION ENVELOPE CORP.
New York 14, N.Y. St. Louis 3, Mo.*
Minneapolis 15, Minn.*
Des Moines 14, Ia.* Kansas City 8, Mo.*
*Originally Berkowitz Envelope Co.

**An answer to Industry's
most Vital Problem . . .**

. . . by employers of 2,278,389 workers



Leading manufacturers have
been quick to take a tip from the
armed forces. The presentation of
awards to employees at predetermined
intervals of service has proven
highly effective in soothing superficial
labor disturbances, cementing a
common bond between worker and
employer and sustaining high
morale. This published report of ex-
ecutive opinion and experience results
from an intensive study conducted in
six sectional labor areas. Write for
your copy to-day. No obligation
of course.

The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS

*True, Chile is the land of prodigious mining towns and dark
desolate horizons . . . the largest country in the world and one of the
most interesting economic problems . . . modern industrial cities and primitive
agricultural communities . . . but this land has no peer to tempt the
Conquistadores, yet which contains some of the richest mineral deposits
in the world . . . seemingly isolated geographically but leading the three
where in social legislation—there are some of the most modern and
progressive.*

**THE WORLD'S RICHEST
MINERAL DEPOSITS
ONE IN FIVE**

CHILE
"Good Neighbors" of South America

A paper company finds a timely pro-
motion idea in "Know Your Amer-
icas" brochures exploiting current
interest in Latin-American lands



Graham Builds Mailings on Our South-of-the-Border Neighbors

MOST North American busi-
ness men are in favor of the
Good Neighbor policy but
it is often hard to find a
method of furthering it. The Graham
Paper Co., St. Louis, deserves mention
for having discovered a way.

What did Graham do? The com-
pany issued a series of broadside fold-
ers entitled "Know Your Americas,"
each devoted to one of the Latin-
American countries. In the original
series, Graham publishes a house ad-
vertisement on the back page of the
folder. But it is selling the electros
for the other pages of the series, at
cost, to printers or to others who might
wish to reproduce their own advertise-
ments on the back page.

According to Don O. Pyke, sales
promotion manager, the series has
three aims: (1) to arouse active in-
terest in our neighbors to the south
and thus make a significant contribu-
tion toward winning the war and
peace; (2) to give actual examples of
timely, patriotic, institutional adver-
tising, and (3) to promote the print-
ing industry.

To date there have been folders on
Mexico, Ecuador, Paraguay, Venezuela,

Uruguay, Bolivia, Chile, Brazil, Peru,
and Ecuador. The series will be con-
tinued in 1945, with the folders fea-
turing the Central American countries.

Most of the folders, which are
8 1/2" x 11", open up into eight pages
of text and illustrations, attractively
presented, in black and white and one
color—with a different color used for
each issue. In each instance there is at
least one map illustration.

There is usually a section on
the history and customs of each coun-
try, something about its geography,
and something about its resources. In
the booklet on Mexico, for example,
a section entitled "One of the Rich-
est Mineral Countries in the World"
contains much that would be of in-
terest to American industrialists.

Banks, publications, industrial or-
ganizations and associations have
found various means of using the op-
portunity Graham has offered them for
reproducing the series. The Hibernia
National Bank of New Orleans, for
example, reproduced the booklets with
their own imprint on the back page.
The National City Bank of New York
has been printing 100,000 copies of
each of the series.

SALES MANAGEMENT



FLYING, TOO, COMMANDS ITS "FIELD"

As a control tower operator must have full visual "coverage" of an airport—it is just as vital in the field of aviation advertising to have the full market coverage that only **FLYING** can give. Seldom a single publication dominates an entire industry so completely.

With the largest circulation, **FLYING** is the preferred magazine to reach all classes of buying power—especially private flyers, a high-income group with excellent post-war sales possibilities. No other publication even approaches such complete command of the field. **FLYING** offers an unequalled opportunity to cultivate today's air market and build for the future.

228,180 ABC

FLYING
ESTABLISHED 1927
ZIFF-DAVIS PUBLISHING COMPANY
140 North Michigan Avenue, Chicago 11, Illinois

Ask a **FLYING** representative for the comprehensive story of the industry's only comprehensive circulation.

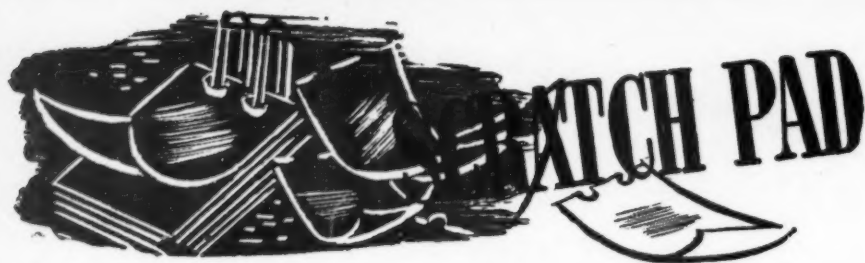
AMONG **FLYING'S** 228,180 READERS ARE

- Fixed base operators, airline leaders, maintenance men and salesmen.
- Pilots — Private, commercial, military and naval personnel.
- Thousands of potential plane owners and pilots—men and women who will be the backbone of aviation's vast post-war market.



MARCH 1, 1945

[77]



Try to bear up. The trolley-song will go the way of Mairzy Doats and Pistol-Packin' Mamma. And that claustrophobic cowboy who didn't want to be fenced in is heading for the setting sun at a nice canter.

Charis Corporation's N. A. Cahn writes: "I just had the itch to write to the 'Scratch-Pad' and get off my chest the fact that Harold Ickes can fuel all of the people some of the time, and some of the people all of the time, but not all of the people all of the time. And, if that's not so hot, maybe that is just as it should be." He's just fueling, Folks.

"The artistic endeavors of our modern 'printers' should secure for Heinz just the man they want," said Howard Eastman, of San Francisco's Eastman Tag & Label Co., when he sent in a couple of help-wanted ads which appeared in rapid succession. The first broke like this:

Salesman

H. J. HEINZ CO.

HAS OPENING
FOR SAN FRANCISCO
CITY SALESMAN

NO SELLING

EXPERIENCE NECESSARY
WILL INTERVIEW APPLICANTS
JAN. 2, 3, 4, 5
APPLY IN PERSON
OR WRITE

H. J. HEINZ CO.
1266 14TH ST., OAKLAND

That ran for two days, when someone caught up with the bad break in "no selling experience." Next day, it was cleared up nicely with what we call the break-by-sense, thus:

SALESMAN
H. J. HEINZ CO.

Has opening for S. F. city salesman, no selling experience necessary. Will interview applicants Jan. 2-3-4-5. Apply in person or write H. J. Heinz Co., 1266 14th st., Oakland.

Add similes: "As incurable as squeaky shoes."

"Good-will is the one and only asset that competition cannot undersell or destroy."—*Kasco Informant*.

Jack Lutz insists there are good steaks around town, and plenty, if you get the right steer.

It is the same correspondent who writes: "I wonder if the ban on horse-racing also means the end of the Gallup Polls? Just a question maybe you can track down." I'll ask my bookie, Jack; he now has time on his hands.

Speaking of the sport of kings, Jim Morrow tells me about the two race-horses meeting on their enforced vacations. One says to the other: "Your pace is familiar, but I can't place your mane."

If you find a little español creeping into the column from here in, it will be because your reporter finally went through with an idea he has had ever since that trip to Costa Rica . . . regular lessons in Spanish. SM's Mr. Brass E. Tacks will be glad to hear it.

"Pipe's Peak of Pleasure," says Walnut pipe-tobacco in the current mags.

Pacquin's Hand-Cream is out with a new ailment: "Scullery Skin." For Pompeian Massage-Cream, I once promoted "Orphan Skin," meaning skin that was neglected, of course. The line perished after I left Baltimore, and maybe it's just as well.

The pile of granite stones (*Life Magazine*) which Hitler ordered from Sweden for the erection of a gigantic victory-monument reminds me of the final curtain-line in an old play starring the late Raymond Hitchcock: "Stuck . . . with a lavender tomb-stone!"

Stopper by Pepto-Bismol: "The general has indigestion, due to things in general!"

Our invasion of the Philippines recalls that earlier invasion in 1898. Theodore Roosevelt called Commodore George Dewey to the White House, got out the atlas, began poring over maps. Teddy said, nonchalantly: "Take the Atlantic Fleet, Commodore, and capture Manila. You will sail by

way of Hong Kong, and you may have to fight Japan on the way over." (Just like that!) A time when Roosevelt and Dewey were on the same team, incidentally.

Slogan for Stasco Toilet Seats: "Tops for Bottoms."

Tessie O'Paque wonders if the Bell System has a sexton to look after tolls.

"Widdoes in Huddle with Cornell Head."—Sports-item. It sounds cozy.

And here's a thought for today by *Kasco Informant*: "A lot of live wires would be dead ones if it wasn't for their connections."

Constant Reader says that, with the meat-shortage as it is, America has a steak in the future. He further thinks a certain radio chain might sign-off with: "If you have enjoyed the program to which you have just listened . . . it's Mutual!"

Ted Thomas, able ad manager of New York's pharmaceutical house, William R. Warner & Co., sends me a mailer put out by the Cotton Shop, run by Zachary Bogert in midtown New York. It closes with this *Nota Bene*: "This is the first, and longest, of three installments in our Foresight Saga." Neat punning, Mr. Bogert.

Ed Albright, s.m. of the "Nothing-to-Sell Dep't" of the Auto Compressor Co., Wilmington, Ohio, admits he is more salesman than poet, but got the following notion from a card-game in which he was running second:

Why, Adolf dear, didn't you hear,
In your travels with cutthroats and swine,
That even a straight, as we play it here,
Beats anyone's three-of-a-kind?

Adolf, Benito, and shrimpy Tojo,
You must have been dizzy or blind,
To forget that we have got what it takes
To beat anyone's three-of-a-kind.

You surely must know that only a louse,
Befuddled by ego and wine,
Would try to scare a pretty full house
With a scurvy three-of-a-kind.

Didn't you have any friends, Adolf,
To warn you by signal or sign,
That the lowest pat hand in the cockeyed
deck
Beats anyone's three-of-a-kind?

I question your sanity, Adolf,
For only a fool would rush,
With a pock-marked three-of-a-kind into
An American Royal Straight Flush.

At the Poor Richard Club banquet, Bob Hope told of his only parachute-jump: Somebody had lettered "Gentlemen" on the bomb-bay door!

—T. HARRY THOMPSON

SALES MANAGEMENT

Hide 300,000 Drones



HARRY F. BYRD, U. S. Senator from Virginia and Chairman of the Joint Congressional Committee on the Reduction of Nonessential Federal Expenditures, claims Washington bureaucrats are paying 300,000 unnecessary

federal employees to sit out the war . . . men and women vital to our urgent manpower needs. Here are facts and figures that add coal to the controversy raging in Washington over "work or fight" legislation.

THE GOVERNMENT'S WASTE OF MANPOWER

by **HARRY F. BYRD**, U. S. Senator from Virginia

Excluding teachers, in every state except West Virginia, there are more federal employees than state or local workers. And 300,000 of them, contends Senator Byrd, hold artificial jobs, draw approximately \$700,000,000 in government pay each year. To save taxpayers' money, to release vitally needed manpower, Senator Byrd writes this stinging rebuke to bureaucracy in the April issue of *The American Magazine*, now on the newsstands.



SEX SIGNIFICANCE

Have you ever stopped to think what a world this would be without women, or—just as fantastic—without men? The two sexes are both a biological and a business necessity. No one realizes this more than the editor of *The American Magazine*. It's edited with dual sex appeal . . . edited to double-expose its contents to mil-

lions of women, millions of men . . . multilions of aspirational Americans who buy *The American Magazine* on the newsstands, subscribe, or beg, borrow, or steal somebody else's copy. Of equal interest is the fact that these middle millions still make 60 per cent of the nation's purchases, after savings and taxes.

THE CROWELL-COLLIER PUBLISHING COMPANY, 250 PARK AVENUE, NEW YORK 17, N. Y.

PUBLISHERS OF *THE AMERICAN MAGAZINE*, *COLLIER'S*, AND *WOMAN'S HOME COMPANION*

MARCH 1, 1945

[81]

Hand-Picked Dealers Break Crowded "Health Shoe" Market for Conformal

Their product was unique, but it required professional custom service at the point of sale. International Shoe Co. won a foothold in a specialized, competitive field through selective distribution backed up with a variety of soundly-conceived dealer promotion aids.

Why Revolutionary New

CONFORMAL


Personalized SHOES

Relieve Tired, Aching Feet

Now, at last, thousands of foot sufferers enjoy glorious new shoe comfort... counting relief from tired, aching feet! Conformal Shoes are an entirely different kind of footwear—actually molded to your feet. After years of exhaustive, scientific research, the International Shoe Company—America's largest shoemakers—has perfected the exclusive Conformal plastic insole that is automatically reshaped into a permanent, corrected walking base personalized for your feet and yours alone.


Practically no two feet—even your own—size differ. Your arches may be low, medium, or high... or both as they may differ greatly. Yet regardless of how different each of your feet may be, Conformal's remarkable patented plastic insole automatically molds itself to the specific characteristics of each of your feet, in just a few minutes!

We know of absolutely no other standard-made shoe in the world which gives such comforting, individualized, molded fit to your feet. Once you feel the difference—the unusual ease of Conformals—we doubt if you'll ever be contented with ordinary shoes again.




SELECT THE STYLE YOU PREFER

When you visit your Conformal shoe dealer, you may choose from a wide variety of up-to-date styles. Then, your dealer accurately fits your feet for proper shape, length, and width.




PREPARING THE PLASTIC INSOLE

Next your dealer places your Conformal shoe on a special electric device—called the *Conformal*—which magnetically warms the plastic lining of the shoe's inside. Near the shoe are many cushions to mold it to your feet.




AUTOMATICALLY CONFORM TO FIT

While the insole warms, the dealer places the shoe on your foot. He then gently presses with his hands to help the shoe conform to your foot's shape. As you take a few steps, the plastic insole molds itself to the shape of your foot, creating a permanent walking base.



A PERSONALIZED WALKING BASE

As the plastic insole warms, the shoe's inside becomes a permanent, personalized walking base. Personalized to your feet, the shoe is ready to wear. Conformal shoes can be resoled as often as desired to help restore your feet to normal, healthy form.



Low Arch Medium Arch High Arch

Style, as well as comfort, is stressed in Conformal's advertising. There is never a "scare" approach to dismay weary foot sufferers.

NEARLY every shoe manufacturing company of any size makes at least one model which is a corrective, health or orthopedic shoe, with the result that there are hundreds of such shoes on the market, 30 or 40 of them with fair to wide distribution.

That was true nine or ten years ago, when International Shoe Co., St. Louis, began to seek distribution for a new line of "Conformals," to be marketed through its Conformal Footwear Division. Backed by a sound merchandising program, the line had attained nationwide distribution before this country entered the war. Currently, of course, conditions do not permit full-scale shoe production.

The growth of Conformals rests upon the unusual nature of the product (It has a plastic innersole which is molded, individually, to fit the wearer's foot.), and upon a policy of selective distribution through a limited number of qualified dealers.

International Shoe Co. makes Conformals to be sold at a retail price of \$10.95 to \$12.95. The major sales appeal of the product is that it is "Personalized" for the customer. This is accomplished through molding the plastic innersole to conform with the shape of the foot. The process is simple. The shoe is first fitted in the usual way to the customer's foot, and then removed and placed on a simple device which heats the plastic sole and softens it. An electric timing device is used for the purpose. When the required temperature has been reached, the shoe is put on the foot of the customer, who then takes a few steps to mold the shoe to his individual needs, as the sole cools and hardens. This is said to create a walking base which raises the arches, and adapts itself to the characteristics of the wearer's foot.

The principle on which the Conformal shoe is made is different from that of any arch support or orthopedic shoe previously put on the shoe market.

Obviously, it is a strong selling point, and the company has featured it in advertising and promotion. But the very uniqueness of the principle has made it necessary for the Sales Department to exercise care and judgment in selecting dealers.

In building its dealer organization, the company was careful to select men and women expert at fitting shoes. The process of molding the insole to the foot, though not complicated, requires care and exactness; in fact, the entire process of "personalizing" a shoe is much more exacting than fitting the average shoe in the ordinary shoe store. Conformal dealers, then, must be not only expert in the science of shoe fitting, but they must also be more than normally patient and meticulous.

Dealers Chosen Carefully

Another point to be considered was that, since recommendations of physicians are the source of a large part of the volume of sales of any corrective shoe, the dealers chosen must be of the high caliber most likely to be acceptable to, and favored by, the medical profession.

But in addition to possessing all the characteristics named above, it was seen that the dealers should also be sales-minded. Effort would be required to bring Conformals to the attention of those most likely to be benefited by wearing them. And, even though local physicians might be responsive to the Conformal idea as a result of having seen the product advertised in their medical journals, it would be up to the local Conformal dealer to inform these doctors of the availability of the shoes in their community.

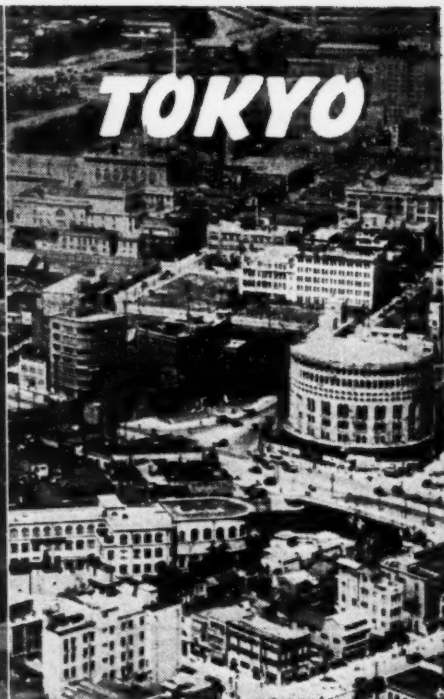
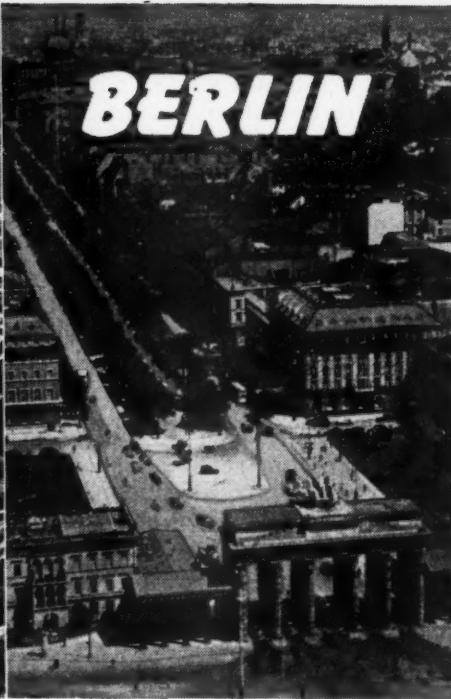
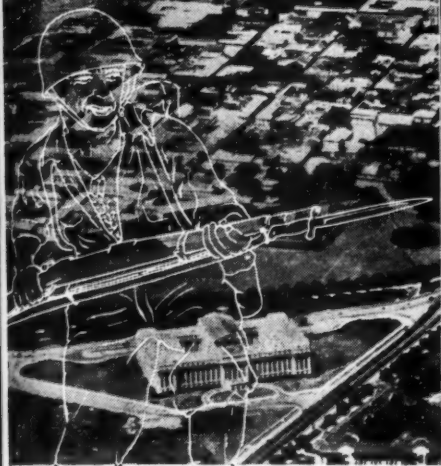
Many of the outlets chosen are privately owned stores. Some sell hand-bags and similar accessories. Some handle other types of shoes as well as Conformals. Some handle nothing but Conformals. In some instances, the shoes are sold in large department stores, but always under the direction of men highly skilled in the fitting of shoes. To make sure that the product is handled according to its standards, the company usually has its representatives spend several days with a dealer when the line is first put in.

Before a dealer is given the line, Conformal's representative sees to it that he is enthusiastic about it. Examination and study of the product is one step in this procedure. As dis-

MANILA

BERLIN

TOKYO



All Roads Lead Home

It is going to be a big day for business when those anxious millions come home. It is going to be a big job to provide the many things they will need for the homes they have set their hearts on. Other millions of long established homes are also anxious to buy the things that war production has denied them. Good jobs will be available to all.

In Cleveland, things will be particularly healthy. With its many diversified industries, and the fact that this city produces so many of the things that are always in great demand, Cleveland has an even brighter future ahead.

There are few "war babies" in our industrial world. Most of the plants are making what they made before the war, only for a different purpose. Only a handful of Cleveland plants will have a reconversion problem when the flood gates of civilian production are again opened.

So, you can mark this down in your book: Cleveland is going to produce; it is going to build; it is going to earn; it is going to buy. That is what is in store here.

★ ★ ★

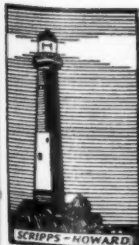
Now is the time for alert advertisers to make their plans to be ready for this great market when peace comes back to the world. The best way to make certain that your plans are right is to see that The Cleveland Press is at the head of your list, because of the Power of Prestige, which means power to do good; power to move goods.

★ Manila recaptured; Berlin on the brink of destruction; Tokyo next. They may be foreign lands to you, but to our fighting men they are way stations on the road that leads home. As each yard is gained, Joe knows he is that much closer to home, and home is what he is fighting for.

He has no time to bother with high sounding phrases and what they mean to the world. His job is occupying his time, and he is doing that job well, because he feels that he is fighting his way back home. It is *his* home and *his* family that are foremost in his mind. Thoughts of them give him the will and strength to carry on against all odds.

It is going to be a happy day all over the land when these fighters come back home. Wives and sweethearts, who have toiled at greasy machines to provide their heroes with the goods of war, will have shed their overalls by that time, to don dainty aprons and meet their Joes while beaming with welcome and feminine loveliness.

They, too, are dreaming of home and the future, and are anxiously awaiting the day when they can begin, or return to, the homemakers duties that nature has planned for them. That is the foundation of happiness and prosperity, and these couples are firm in their adherence to that foundation.



The Cleveland Press

"CLEVELAND IS A NEWSPAPER MARKET"



MARCH 1, 1945

[83]

tribution has been attained, sales figures of other dealers are convincing proof of the acceptance of the shoes. There is, for example, the case of the dealer in a small eastern city, whose volume in Conformals was approximately \$5,000 the first year, \$15,000 the second year, \$25,000 the third year, and \$42,000 the fourth year.

Because of the care taken in selling a dealer and his staff on the line, one of the duties of the representative who remains with him during the first few days he handles Conformals is often that of preventing "overselling" of consumers. When a foot ailment has existed for years, it cannot be corrected overnight, and overselling may lead to disappointment. Sometimes, too, there is a reaction during the period when the shoe is doing its work of

reinstating the foot to its normal function, and dealers must know how to prepare consumers for this. One service dealers are expected to render, when necessary, is that of remolding, free of charge, the plastic insole if the wearer's foot changes.

Distribution, which had been increasing before the war made it necessary for the company to stop its expansion, is nationwide, with outlets chiefly in cities of 75,000 population or larger. Distribution started in the region about St. Louis and has gradually spread to the larger trading centers of the country. The decision as to spotting distribution is made on the basis of trading potentialities. Greater Chicago, for example, has approximately 21 Conformal outlets, one of them a department, in a department

store, which specializes in the fitting and selling of the line; three exclusive stores selling nothing but Conformals; with the rest privately owned stores, many of them neighborhood stores selling other high-grade shoes as well as Conformals. Since Conformals appeal particularly to housewives and mature women, a neighborhood store may do as well as a downtown outlet.

Sound Merchandising Program

One thing that influences dealers to take on the Conformal line and to remain interested in it is the company's merchandising program. The support given takes a number of forms. Mats and copy are made available for co-operative advertising in local papers. There is also a radio advertising program, with both spot and participating broadcasts. (The company furnishes commercials in the form of recordings.) In New York City, for instance, the shoes are advertised on the participating program, "Breakfast with the Fitzgeralds," over Mutual. The shoes are also advertised extensively in medical journals, including the *Journal of the American Medical Association*.

A variety of dealer aids is furnished, among them window trims, cards, booklets, and leaflets for direct mailing. Dealers are encouraged to use direct mail for reaching both consumers and medical men. Initiative is encouraged, and many dealers have



BUILDING A HUGE BACKLOG FOR POST-WAR SPENDING

Oakland County's 1944 War Bond Purchases Adds to Its Tremendous Buying Power Reserve

	AMOUNT PURCHASED	AMOUNT OVERSUBSCRIBED
4 TH WAR LOAN	\$18,433,231	\$4,923,343
5 TH WAR LOAN	\$20,466,000	\$4,542,000
6 TH WAR LOAN	\$19,325,611	\$5,467,611

Also, in 1944, Oakland County raised \$438,022 in the Red Cross campaign against a quota of \$327,000 and \$309,797 for the United War Fund with a quota of \$248,628.

Oakland County, of which Pontiac is the buying center, has exceeded its quota in EVERY bond drive piling up millions for post-war buying. With staggering industrial payrolls at present and a census bureau A-2 rating (permanency of new wartime population) here is a market that holds giant size helpings of present and future profits for advertisers who establish their products NOW!

PONTIAC
Daily PRESS
PONTIAC • MICHIGAN

7 out of 10 Press Homes Take No Other Daily Newspaper



St. Louis

HOTEL MAYFAIR

DOWNTOWN ST. LOUIS AT YOUR DOORSTEP

WANTED BRANCH WAREHOUSE SUPERVISOR

Competent sales executive, familiar with branch office operation, can have a permanent berth with this leading southern manufacturer of roofing and home supplies. Work entails supervision of branch warehouse sales personnel, office routines, and employee training. If you can qualify, send resume of your background along with salary requirements and snapshot to Box 2093, Sales Management, 386 Fourth Ave., New York 16, N. Y.

worked out their own individual programs for approaching local doctors, nurses, teachers and other groups.

Style, as well as comfort, is stressed in Conformal's advertising. There is no "scare" approach to dismay foot sufferers. Advertising literature is usually illustrated with fashion drawings and photographs, some showing the shoes themselves, and others, attractive, well-dressed men and women walking briskly in their Conformals.

Typical of Conformal's printed literature is the consumer booklet titled "Walking in Beauty," with the Byron passage beginning, "She Walks in Beauty Like the Night." There are illustrations showing the bony structure, and different types of arches, of feet; and a series of photographic reproductions showing the steps taken in fitting Conformals, including the application of the heat treatment to the plastic insole. Scattered through the booklet are photographs and drawings of people walking happily in Conformals. Obviously, the shoes have fashion appeal. This, together with comfort, is stressed.

Helpful advice and education in the physiology and hygiene of the foot are found in some of the firm's literature. One booklet, suitable for use both as an envelope stuffer and for

WE HAVE OPENINGS FOR 9 DISTRICT MANAGERS

Although the present demand is far in excess of the supply of our product, we are most anxious to fill certain open territories in anticipation of a greatly expanded volume of business in the post war era.

We are not interested in men who due to a "windfall" have tripled and quadrupled their earnings during the past three years. We seek the services of men who realize that real honest-to-goodness, hard hitting effort is going to be required in the selling field, and who are willing to start now and build solidly for the future.

We prefer men who have had some advertising experience, but this is not totally essential provided that a man has the ability to lead and direct junior salesmen. Our business is well established and will continue to expand after the war. For the right men there exist opportunities to join with an organization which is recognized as the leader in its industry. We will give full consideration to applications of ex-service men between the ages of 28 and 40, as well as others. Generous drawing accounts against liberal commissions. Right man will earn \$10,000 or more a year. Write immediately stating your qualifications and include recent snapshot. Box #2087, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

MACKENZIE WITH BUFFALO COLONEL DURING BATTLE

Lieut. Col. Paul A. Danahy Served on General's Staff, Was in Thick of Encircled Division's Heroic Fight

This is the first of a series of dispatches from a Buffalo Evening News correspondent who was in besieged Bastogne during the critical days in which the surrounded garrison held out and checked the German surge into Belgium. He was the only newspaperman there.

By FRED MACKENZIE
BUFFALO EVENING NEWS War Correspondent.

BASTOGNE, Dec. 30.—I followed a fighting Buffalo Irishman with the 101st Air-borne Division into a circle of hell and I saw courage and cool leadership triumph over doubt and fear, and after 10 days of assault and encirclement, we at long last regained contact with American forces piercing the ring Germans threw about us here in this key road city.

For five days it seemed as though we would be engulfed in the German offensive sweeping westward after the breakthrough Dec. 16.

Enemy Dead Piled High

But Brig. Gen. Anthony C. McAuliffe, deputy commander of the 101st Air-borne, in command here, and his staff overthrew the tanks and machine guns and defended

Together at Siege



FRED MAC KENZIE

ZEAL AND CHANCE GAVE MACKENZIE BASTOGNE STORY

Buffalo Evening News War Correspondent Tells U.P. Writer "How I Went to Belgium"

Fred MacKenzie was the only newspaperman in Bastogne during those critical days. Perhaps it was one of the "breaks" in the game of tracking down the news that put him there. Maybe it would be better to say he was there because of his habit of being close to the sources of news all the time... one of the qualities of the news-gathering staff that contribute so much to the editorial excellence of the Buffalo Evening News. It is the favorite home newspaper of 250,000 Western New York families... the big paper in a big market!

KITE
ndent.
Belgium,
a, corre-
Evening
a lot of

GET THESE FACTS and you'll get ARTKRAFT* SIGNS

ACCENT ON LONG SERVICE

Artkraft* signs have a remarkable wartime record. Thousands of them everywhere today attest to their superior quality. Repair parts have been supplied whenever required, but serving the many thousands of our customers has not required the full time of one neon tube bender.

WHY ARTKRAFT* OFFERS THE UTMOST

Artkraft's* exclusive features include Porcel-M-Bon'd letters (raised right out of the heavy sheet steel background by patented process, and 75% more attractive and readable); 999/1000% perfect neon (actual average record); and Galv-Weld frame construction (no rust, no vibration); together with, of course, 10-year guaranteed porcelain enamel.

HOW TO INCREASE SALES

They have proved to increase sales 14.6%.

AN EASY WAY TO MORE EFFECTIVE ADVERTISING

They make national advertising 5 times as effective, by actual audited research.

THE PROOF IS IN THE COMPANY THEY KEEP

During the past quarter century we have regularly served such leading merchandisers as J. C. Penney Co., Shell Oil, A & P Food Stores, Western Auto Stores, Frigidaire, Marathon Oil, U. S. Tires, Pittsburgh Paint, Ford Hopkins Drugs, White Auto Stores, American Stores, Westinghouse, Lowe Bros. Paints, Skelly Oil, Nash-Kelvinator, Belk Stores, Ely & Walker, Ford, Empire Super Markets, National Refining, Mid-Continent Petroleum, Delco-Heat, and many others.

HOW TO START GETTING ACTION

Although actual production of signs begins with the removal of WPB restrictions

WE ARE NOW BOOKING QUANTITY ORDERS

for delivery in the order received! Quick delivery is foreseen, especially to customers ordering the same signs as before the war. Consult Artkraft* now on any sign problem without obligation.

*The World's
Largest Manufacturer of
All Types of Signs*



**SIGNS OF LONG LIFE*
FOR QUANTITY BUYERS**

THE ARTKRAFT* SIGN COMPANY
1000 E. Kibby St., Lima, Ohio, U.S.A.

THIS COUPON FOR YOUR CONVENIENCE

The Artkraft* Sign Company
1000 E. Kibby St., Lima, Ohio, U.S.A.

Please send full information and literature on Artkraft* signs.

Name

Firm

City

*Trademark Reg. U. S. Pat. Off.

point-of-sale distribution, is titled "New Freedom for Your Feet." It tells about Conformals, but it also has a page of "Simple Exercises to Help You Keep Your Feet Fit," and sections on "Shoe Care" and on "How to Keep Your Feet More Healthy and Comfortable." Advice is included on the selection of hosiery, on alternating shoes (for longer wear), and on other similar subjects.

A summary of the merchandising program of the Conformal Footwear Co., is to be found in one booklet, which is both a catalog for consultation by consumers and dealers, and a capsule description of the line and the various forms of sales assistance offered by the firm. Dealer helps, most of them free (some at half-cost or less) consist of window and counter cards, Neon signs, wall displays, newspaper mats, and recordings of one-minute transcribed spot announcements for radio use. There is also a reproduction of *Conformal News*, a house publication published each season for dealers to distribute to customers. The book is spiral-bound, and it has color plates of shoes in the line, in addition to illustrations of various dealer aids available.

To fortify dealers in their approach to doctors and nurses, there is a loose leaf book of testimonials, chiefly from members of the medical profession. Titled "Thanks to Conformals," it is made up of "A few excerpts from the hundreds of letters continually being received from grateful wearers." The letters are signed only by initials, but there is a line to the effect that the originals are all on file. On one page there is a list of "conclusions reached by two prominent scientists, one of them chief surgeon of a hospital for crippled children and an instructor in a school of medicine." These men and their connections are named. Their conclusions, couched in not-too-technical language, refer to the action of the Conformal arch (in restoring the natural weight-lifting position of the entire foot . . . relieving strain, etc.).

In short, Conformals have made headway in an already crowded market and gained acceptance in it through a good product with an unusual feature lending itself to promotional effort; the company's faith in the product—a faith which has been imparted to dealers; high standards for dealers, and a constructive program for supporting those dealers.



Meet

Mr. R. F. Dee and Mr. M. F. Gee

The men who represent the wealthy dual market that is Pantagraph Land. Mr. R. F. Dee symbolizes an annual foodstuffs production of over \$65,000,000. Mr. M. F. Gee stands for an annual industrial production of more than \$40,000,000. Mr. R. F. Dee and Mr. M. F. Gee both have money to spend—they both read *The Daily Pantagraph*. You can reach this rich, Industrial and Agricultural market through *The Daily Pantagraph*—the ONE NEWSPAPER that is FIRST (in fact—alone) in coverage of Pantagraph Land with 84% coverage of McLean County, 71% coverage of the Primary Trading Zone.

Gilman, Nicoll & Ruthman,
National Advertising
Representatives



PANTAGRAPH LAND

SINCE 1846

The Daily Pantagraph

BLOOMINGTON, ILLINOIS

SALES MANAGEMENT



Re: Aptitude Tests

Editor, SALES MANAGEMENT:

Let me congratulate you most highly on your article in the current issue relative to aptitude testing. It seems to me you have made an important contribution towards most dispassionate, but intelligent discussion of this problem.

The matter of aptitude testing seems to be one that has attracted the extremist. Those who are favorable to the plan are passionate proponents, and those opposed are belligerent in their opposition. About three years ago I attacked the problem by

starting away back with the review of my general psychology and gradually, through a good many hours of midnight oil, brought myself up to current thinking on psychological tests. Entirely independently, I arrived at exactly the same conclusion you express in the second paragraph of your article. . . .

BEN H. FOCHT
Director of Sales Training
Allied Mills, Inc.
Ft. Wayne, Ind.

Editor, SALES MANAGEMENT:

Your "Notes from an Editor's Cuff" re Kirkpatrick talk at the A. M. A. meeting has struck a responsive chord with many of our clients. Thanks for this editorial viewpoint; I think it has done much to clarify an otherwise confusing situation. And, it is a courageous editorial.

When Kirkpatrick's talk was reported in *The New York Times*, about 40 clients sent me clippings with requests for my comments. Since your "Notes" appeared, at least 12 of them have already written me pointing out that it is "the" answer. I expect to hear from more.

You have rendered a genuine service to business men, psychologists and consultants alike by your very careful analysis of Mr. Kirkpatrick's talk and by your suggestion that there be a dispassionate panel discussion now.

JACK KLEIN
Klein Institute
New York, N. Y.

(Many were the comments on the article "Notes from an Editor's Cuff" about the A. M. A. Aptitude Testing Talk in the February 1 issue of SM. One organization in the management field has already expressed interest in sponsorship of a discussion meeting of the type suggested in the article.—THE EDITORS.)

That Eternal Compensation Issue

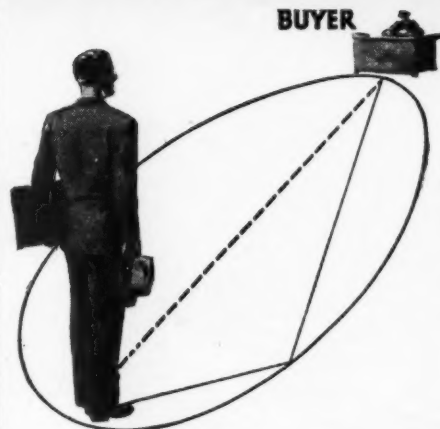
Editor, SALES MANAGEMENT:

I have just read the article on page 33 of the January 15th issue of your magazine entitled "Resolved: That Commission Payment Is Preferable to Salary."

As a member of the Dayton Sales Executives Club, I have already heard several discussions on this subject and would like to express my opinion as shared by a great many of the members of this group.

To me, there is just one entirely satisfactory and equitable method of compensating salesmen or any other employees—pay them what they earn! In the case of salesmen this means commission, plus a reasonable drawing account to enable them to meet current living expenses.

It is said that a sales manager can't properly control men on commission. Well, my men are the caliber that *don't need a*



SALESMEN, TOO, KNOW GEOMETRY

Euclid could have been a salesman. He'd have known that the shortest distance between seller and buyer is a straight line right to the buyer.

And any advertiser who wants to back up his selling force with the kind of support they welcome most, will do as salesmen do . . . and tell his story to the buyer—in the buyer's own specialized magazine. There is one for the particular field you want to reach.

HAIRE SPECIALIZED BUSINESS PAPERS



HAIRE
Specialized
BUSINESS PAPERS
1170 BROADWAY, NEW YORK 1

WANTED— Top Sales Executive by Pacific Coast Food Manufacturer

Aggressive Pacific Coast food manufacturer employing 60 salesmen and operating in 9 Western States has opening for top sales executive.

Essential food business, excellent postwar prospects, large research expenditures for product development, modern production facilities, sound financially, and well established in field.

Applicant must have good educational background, and successful record as salesman and sales manager in selling products marketed through food stores.

Aggressive merchandising attitude and imagination necessary.

Age 35 to 45.

Excellent future possibilities. Top man wanted and salary will be commensurate with experience and ability.

Write full personal and business history, reasons for making change, salary expected. Include recent snapshot.

Your inquiry will be held in strictest confidence.

Gene Duckwall,
Business Manager
Foote, Cone & Belding
235 Montgomery Street
San Francisco 4, California



1st
in the 6th

BEST BET IN BALTIMORE. 1st in circulation in the 6th largest city—the News-Post with the largest evening circulation in the South. In Baltimore, it's been the leader for 17 years because it offers the kind of news and features people like.

Brother, you've really got something when you put your money on "the 1st in the 6th".

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

lot of control. They are selected for their good judgment as well as their selling ability and they are fully capable of controlling themselves and their territories. If they do not measure up to these qualifications, they either have not been properly trained or do not possess natural selling ability and should be eliminated.

Some argue that commission men will not cooperate in making service calls or calls on small accounts. Any man who neglects any feature of a well-rounded sales plan in his territory, whether on salary or commission, is not doing justice either to his house or to himself. We find fully as much loyalty and willingness to cooperate among our men as can be found in any sales organization of our competitors, no matter on what basis they operate.

As to turn-over, we have an enviable record—our organization is nation-wide and many of our men are contacted by management not more than once a year—yet the average length of service of our entire sales force is seven and a half years. This is made possible by the fact that our men realize that they will be paid their full earnings on all business done in their respective territories regardless of how their orders come in.

They are truly masters of their own destiny, respect the confidence placed in them by the house and display an *esprit de corps* hardly possible on any other basis.

We do not employ pavement-pounders or order-takers, tied down by salary, limited expenses and endless regulations—we employ SALESMEN!

GRAFTON L. PARKER
Sales Manager
Stanley Mfg. Co.
Dayton 1, Ohio

One Inning, Two Hits

Editor, SALES MANAGEMENT:

The article "Where Do Good Salesmen Come From?" by W. C. Dorr appearing on page 73 of your issue of January 1, 1945, is one that we would like to reproduce and distribute to our divisional sales managers.

If reprints are available, will you please send me 20 copies . . . if not, we would very much appreciate having permission to make copies of this message.

The same applies to "A 13-Point Check List for Sales Managers" by Alvan D. Peabody, appearing on page 116 of the same issue. We are also interested in having 20 copies of this for the same group of men.

In my estimation more worth-while material appears in the pages of SALES MANAGEMENT than in all other publications of like nature.

G. D. PRESTON
Scott Paper Co.
Chester, Pa.

(No reprints are available of either of these articles, but SM gladly extends permission to Scott for reproduction. The editors will continue to bend every effort in the direction of providing usable material for sales executives.—THE EDITORS.)

Gobbledygook in Advertising

Editor, SALES MANAGEMENT:

Your article which categorized advertising terms as "largely gibberish to the average male" which appeared in the December 15 issue of SALES MANAGEMENT magazine struck a most responsive chord with me.

Before coming into life insurance, I worked for an advertising agency. There I learned the dangers of "confidential" advertising—i.e., that which can be understood

SALES MANAGEMENT

FOR POSTWAR ADVERTISERS

Who Want to "Git Thar Fustest With the Mostest"

A single contact will bring you all the information you need on eight of your most important postwar Michigan markets.

All eight markets are available for quick, profitable postwar promotion through Booth Michigan Newspapers . . . with their total daily circulation of over *three hundred fifty thousand copies!*

Here is "action advertising" at its quick, flexible best . . . ready to help you "git thar fustest with the mostest" in one of your outstanding postwar markets.

Even today, under wartime difficulties, you can advertise in Booth Michigan Newspapers with a minimum of schedule restrictions.

For more information on Booth Markets, ask

**Dan A. Carroll, 110 East 42nd Street,
New York City 17**

**John E. Lutz, 435 N. Michigan Ave.,
Chicago 11**



"ACTION ADVERTISING"

at its

Quick, Flexible Best!

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

MARCH 1, 1945

[93]

by a copy-writer, but no one else. On entering the life insurance business I was appalled by the large numbers of technical terms which are used quite glibly by agents in talking to prospects for life insurance. The material unearthed in your survey with Ross Federal is a strong argument for talking in terms which the listener understands.

I wonder, therefore, if you would have any objection to my quoting from your survey in an article I am preparing for *Manager's Magazine*, one of our publications?

ALBERT C. TRUSSELL
Life Insurance Sales
Research Bureau
Hartford, Conn.

(Mr. Trussell refers to the article "Trade Terms Used in Advertisements Largely Gib-

berish to Average Male," based on a survey made for SALES MANAGEMENT by Ross Federal. It's a companion piece to a similar survey made among women and reported in the issue of February 1, 1942, entitled "Use of Trade Terms in Advertising only Double-Talk to the Housewife." — THE EDITORS.)

Salesmanship Needs Selling

Editor, SALES MANAGEMENT:

Last fall I wrote some of our A.P.O. boys about what the National Society of Sales Training Executives was doing in an effort to stir up more interest in selling, and I asked them to let me know whether they had any ideas of what sort of jobs the G.I.'s were thinking about.

One of the most interesting ones came

from a young fellow from our Customer Relations Division, who is a lieutenant on the Western Front.

I am attaching a copy of the principal part of his letter, with the thought that you may want to use part of it.

DAVID R. OSBORNE
Training Director
Studebaker Corp.
South Bend, Ind.

Lieutenant B——'s letter:

Your letter of October 19 has traveled with me over a considerable part of France. Always, in the weeks that it has been in my possession, it has been my intention to write a reply, or, at least, an acknowledgement. Unfortunately, I have been far too busy.

Since the now historic German counter attack in mid-December it has been my privilege and duty to serve in several capacities which kept me going from 16 to 24 hours a day. Now, after a good night's sleep, there is sufficient time to sit down and give you a few impressions and facts which I hope will be of some use to you.

The organizations with which I have come in contact in France may or may not be unusual, but here is the age breakdown:

Some 65% of the men are between 19 and 23 yrs.

Some 20% of the men are between 23 and 29 yrs.

Some 15% of the men are over 29 yrs.

Since most have been in the Army two years (or more), it is apparent that the majority were not long out of high school when they were inducted. That possibly explains why better than 50% of the young men I know want some sort of schooling after their military service is finished.

These men come from many localities and many walks of life—they come from cities, towns, villages and farms; they come from New England, the Middle West with a scattering from the South, the Far West and Border States.

About 75% of the men who have indicated a desire for training at civilian oc-



DELIVERS EVERY OTHER FAMILY In Nebraska and Southwestern Iowa!

Verily, The World-Herald is to Omaha, all Nebraska, and ten counties of southwestern Iowa what most newspapers are to their one community alone.

When The World-Herald announces a War Bond Drive contest, Kimball County (450 miles west of Omaha) tries to win it. We scarcely get the words off our press about contributions to a soldiers' fund, and Iowa's Crawford County, in our easternmost area, deluges us with coins.

Between these west and east borders, our circulation is well distributed over 103 counties. Out of 655 principal towns in this area, we could name 569 in which The World-Herald is by ABC count a major or dominating influence. In one basket the Omaha World-Herald delivers to you, every other family in this active, wealthy area!

COVERS NEBRASKA AND S.W. IOWA

Omaha
WORLD-HERALD

One of the Nation's Great Newspapers

OWNERS AND OPERATORS OF RADIO STATION KOWH

National Representatives, O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, Los Angeles, San Francisco

Net Paid Circulation Jan. Average Daily 203,526, Sunday 205,522.



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SALES MANAGEMENT

The United States News is..

NOT

... a review of the week

... a chronicle of what's happened

... a summary of past events

... a glorified re-hash

The United States News

IS

... an interpretation of the present

... a forecast of the future

... a spot-analysis that combines
the meaning of the past as it
affects the present and the
future.



"... it is a great informant, and many of my friends tell me of their growing interest in, and the reliability they place on, the news which they are being furnished."

L. B. Neumiller, President
CATERPILLAR TRACTOR COMPANY

Daniel W. Ashley, Vice President
in charge of Advertising

30 Rockefeller Plaza
New York 20, N. Y.

"... look forward to its arrival each week with real anticipation. In fact I don't feel that the week has really started until I get my copy and get caught up on the news."

C. E. Bleicher, President & Gen. Mgr.
CHRYSLER CORP., DESOTO DIV.

NEWS OF NATIONAL AFFAIRS — more than ever important in the periods that lie ahead

MARCH 1, 1945

[95]

Army schools want courses of a vocational or practical nature. Such subjects as automobile mechanics, radio, shop, agriculture, business and clerical training, and engineering made the list of preferences.

The above facts are of interest in themselves. Secondly, they condition any conclusions I may draw. In the third place, they explain the conclusions drawn.

What about selling as a career? Frankly, few of these men seem interested just now, and most of the few are men who have done selling of some kind in the past. They are, too, the older group.

Possibly this lack of interest in selling as a career stems from the Army experience of concentrating on the bare essentials of life—food, clothing, shelter, fighting—and of carrying out orders verbatim, thus reduc-

ing individual initiative to a minimum.

Possibly his apathy towards selling finds a source in the fact that he either never held a civilian job, or, if he did, it was in a defense plant at high wages. Perhaps it is a result of never having been a civilian man—only a civilian boy. Maybe it is because the average soldier seems almost passionately interested in social security above all else.

He seems to want someone to guarantee him an annual income, a steady job. He wants to "settle down"—he's had enough excitement for a while.

Off hand, one might jump to the conclusion that employers are going to have to "sell" the business of selling.

My personal feeling, however, is that, after the soldiers return to civilian life and

experience it for a while, many will almost automatically be attracted by the highly competitive departments of business, particularly if they offer action and excitement. The "wonderful ease of civilian life," which is looked forward to so eagerly now may soon pall and become boring.

Getting into Advertising

Editor, SALES MANAGEMENT:

The other day Carl Henrikson saw a letter I had written to a young friend in the Service and asked me to send a copy of it to you. Here is the letter and if you would like to use it, you may.

GEORGE W. LEE
J. M. Mathes, Inc.
New York, N. Y.

The letter:

Dear Don:

I enjoyed your last letter very much. So you want to go into the advertising business when you leave the Army—many college graduates now in your position have the same idea.

Of course I'll help you, all I can, but you don't just "go into the advertising business," unless perhaps, you have certain contacts; even then, you shouldn't—believe me.

The advertising business is, essentially, confined to the art of selling an idea or a product through the auditory or the graphic method of presentation. Now, how are you going to sell Mrs. Richfield or Feldman, in the corner store or even the large wholesaler from whom Feldman gets many of the items he stocks, if you don't know what makes these people buy? That's right—you can't do it very well and there is just one way to get this knowledge first hand—go out and get a sales job.

It doesn't matter—too much *what* you sell; it is to whom you sell that really counts. Get behind the counter and sell to the retailers. After you've been there and proved you can handle this type of trade you should seek an opportunity to sell to the wholesalers and chain store buyers. If you will invest the time in this work first, and *then* "go into the advertising business" you'll have a first-hand knowledge of many of the marketing and sales problems that confront the advertiser because you will have met them face-to-face in the field. He will have confidence in you, and you know Don, that's the thing that pays off—in any business.

Think it over and ask any advertising executive if it isn't so. Unless he's more interested in filling that vacancy in the production department than helping you, I'm confident he'll agree.

It takes a little longer this way, but you'll be a better man when you arrive.

DISTRICT REPRESENTATIVE

We have a few openings for district representatives accustomed to doing business with executives and attorneys. We are publishers of information services, well-known and highly regarded. Starting salary at rate of \$5000 yearly and good future for a man with experience in the sale of intangibles. College education desirable. Should be willing to do a reasonable amount of travelling. Write us in complete detail, giving education and other personal data, business experience. Enclose photograph with reply. Box 2086, Sales Management, 336 Fourth Ave., New York 16, N. Y.

DOES YOUR METHOD "DATE" YOU...

SPACE BUYERS



Blank space awaits your message in "any" paper... BUT "any" paper just won't do in TODAY'S method of Space Buying... Media selection is Market selection. The Manchester Union-Leader is the New Hampshire market... through its "space" your message "covers the state"... An "A" list selection, a must in modern sales and space buying plans for Northern New England.

FACTS...

One in every three New Hampshire families is a Union-Leader reader. For Media Support unusual — write TODAY for "Plus Services" — a Factful portfolio on merchandising.

the **MANCHESTER UNION-LEADER**
MANCHESTER, NEW HAMPSHIRE



The Manchester Union-Leader—New Hampshire's accepted Metropolitan Daily—morning and evening—40.138 A.B.C.

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY

MARKETS *are Marching*

SOUTH!

• Drug store sales in today's New South have increased 83.8% in the last four years! And per capita sales have increased 94.3%. There's no doubt about it—markets are marching South and drug store sales are moving with them. The homeloving South, with its prosperous small towns, its unprecedented industrial growth, and its wealth of natural resources that are just beginning to be tapped, is the nation's newest frontier—a frontier that offers unlimited opportunities to the advertiser with an eye on the future. And the advertiser who wants to share in the Southland's new wealth chooses Holland's as the surest channel to reach his market!

Holland's — *an Integral Part of Today's New South*

Holland's Magazine is an integral part of today's New South. For more than 39 years, Holland's has grown with the South. It has steadily increased its circulation among families above the average in buying power and standards of living. That is because Holland's is keyed to the South—editorially it alone fits the seasons, climate, social customs and economic conditions of the urban and the small town South. Not only does your ad in Holland's receive 48% more reader interest than it does in leading national magazines,* but it receives *plus* value—Holland's readers keep their old copies, referring to them time and again.

*In proportion to circulation, according to L. M. Clark Reader Interest Survey.

TEST TODAY'S NEW
SOUTH WITH
HOLLAND'S



Holland's

The Magazine of the NEW South

52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representative: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO
GARFIELD BUILDING, LOS ANGELES

★ DALLAS ★
★ TEXAS ★

MARCH 1, 1945

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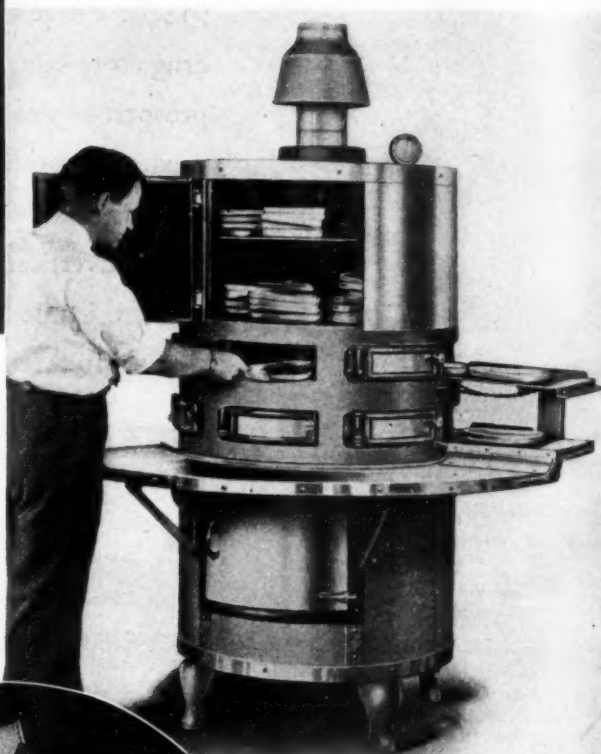


FOG-FREE GOGGLES: New goggle utilizes lungs as natural ventilating pump which prevents goggle from fogging or clouding up. Device has a bulbous nosepiece and plastic lens. Developed by Polaroid Corporation, Cambridge, Mass.

NEW COFFEE FILTER: Hill-Shaw Co., Chicago, manufacturer of the "Vaculator" Coffee Makers, adds the new Dutch Filter to its line. Item is said to fit most styles of glass coffee makers. Has self-service display.

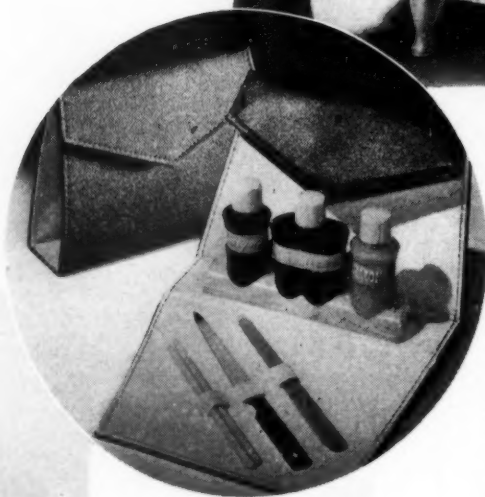


ROTARY COOKER: Designed by the Groetchen Mfg. Co., Chicago, to speed short orders, this revolutionary equipment is meeting with enthusiastic reaction in restaurants where it has been in operation. The machine has a vertical motor-driven shaft which supports two heavy metal revolving cooking discs. Chops, steaks or seafood are placed in special casseroles.



Designing to Sell

HEART-SHAPED POWDER BOX: This attractive, novel package has been created for the new de luxe face powder, Radiance, developed by Parfums Schiaparelli, New York City. The surrealist label is Dali-designed. The interior of the box is a lacquered red. Powder is enclosed in a bag, which has a blue drawstring.



TRAVELING COMPANION: Practical yet highly eye-pleasing is the "Enchanter"—the new manicure kit being introduced by La Cross Manicure Accessories Co., New York City. The simulated leather case is in pin morocco grain with soft pink washable lining. It contains La Cross polish, base coat, polish remover and cuticle sticks.

Did you ever look at things
from **INSIDE** your package?



DuPont Cellophane

Shows what it Protects—at Low Cost

MARCH 1, 1945

Did you ever stop to consider what your product's chances are *inside* the package . . . what opportunity it has to attract and sell the shopper . . . to deliver to her the original quality and full value that will bring her back for more?

WHAT ABOUT TRANSPARENCY?

Transparent packaging lets the product be its own salesman. It enables the shopper to *see for herself*. It lets eye appeal help the product cash in on impulse buying, the basis of a large portion of all consumer purchases. You get the powerful sales stimulus of full product visibility with *transparent* Du Pont Cellophane.

WHAT ABOUT PROTECTION?

This fundamental function of good packaging extends beyond protection from contamination and damage. It calls for the protection of freshness, flavor and all-round quality. You get the protection you need with *moistureproof* Du Pont Cellophane.

WHAT ABOUT COST?

Many merchandising authorities are stressing the need for lower postwar distribution costs. This calls for a *low cost* packaging material . . . and one that can be used most efficiently on automatic wrapping machines. You get true packaging economy with Du Pont Cellophane.

Du Pont research has helped make possible 20 price reductions in Du Pont Cellophane. It is constantly at work to find new ways to increase packaging efficiency and economy.

Right now, military demands must come first, limiting the supply of available Du Pont Cellophane for civilian packaging. Investigate its advantages today . . . plan for its use tomorrow. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.



BETTER THINGS FOR BETTER LIVING
... THROUGH CHEMISTRY



Meet Mrs. M. Tucker Waneright*

OF WESTCHESTER

AND HER NEIGHBOR

Mrs. Joe Polichek*

Mrs. Waneright spends more for food in a day than Mrs. Polichek spends on her family of six in a week. Extremes, but typical of Westchester housewives who buy 87 million dollars' worth of food a year, right in the county.

There are 17 states that don't begin to buy as much food as this one county.

If you aren't selling more food in Westchester County alone, than you sell to four times as many people in Mississippi, then you aren't maintaining the record of the food manufacturers who have cultivated this rich market.

It's also one of the best test spots in America. Ask your advertising agency—they'll tell you!

*These names are fictitious. Any similarity to real persons is purely coincidental.

Here are a few of the 115 grocery products that have cashed in on Westchester:

BEECH-NUT COFFEE
FLAKO PRODUCTS
PILLSBURY'S FLOUR
GERBER BABY FOODS
KNOX GELATINE
HEINZ MUSTARD
BORDEN'S MILK
SWIFT MEAT PRODUCTS
BOND BREAD
ROYAL BAKING POWDER



Westchester Newspapers

A group of 9 daily newspapers published in 9 different Westchester communities. Combined circulation—89,369, 85% of which is delivered to the home in the late afternoon when the woman of the house—the home purchasing agent—is in a receptive mood for your sales message.

Represented Nationally by the
KELLY-SMITH COMPANY
New York • Chicago • Detroit

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Trade-Mark Tussle

Will the controversy over trade-mark legislation be an issue in the current Congress?

There is every indication that the six-year-old proposals of Rep. Fritz Lanham (D., Tex.) for general revision of the trade-mark laws providing more specific protection for trade-mark holders will again be fought out—and that they may get farther in the Senate this year than heretofore. Rep. Lanham has reintroduced his bill (now designated H.R. 1564). Its passage by the House is considered certain, since the House passed it last year with little opposition. It will face a fight in the Senate Patents Committee where Sen. Joseph O'Mahoney (D., Wyo.) killed it last year. Sen. O'Mahoney is known to strongly favor the views of Wendell Berge, head of the Justice Department's Anti-Trust Division, who has

recommended the throwing open to public use, as common names, some of the long-familiar trade-marks.

War Bond Buying Power

Has the Treasury program for easier cashing of War Bonds materially affected the savings which could be expected to contribute to post-war purchasing power?

Quite the contrary. Treasury Department figures show that since the easing of regulations for cashing bonds a steady decrease has been found in redemptions. For instance, in December—which was a month of heavy consumer expenditures—the ratio was only 0.9% of redemptions to bonds outstanding, one of the best monthly figures since sale of War Bonds began.

Veterans & Post-War Business

Will the entry of veterans into business, backed by the Government, seriously affect post-war marketing plans?

From every indication, the veterans will have a strong influence upon all

3rd LARGEST CITY IN OKLAHOMA
POPULATION and SALES

MUSKOGEE ★
OKLAHOMA

City	Population 41,049
County	Population 75,561
Population Increase in 4 years	38.1%

MUSKOGEE—One of the oldest cities in the state—**THIRD** Largest in Population and Sales—offers a well established market to manufacturers interested in more volume from Oklahoma.

Muskogee Daily Phoenix
MUSKOGEE TIMES-DEMOCRAT
MORNING • EVENING • SUNDAY
Represented by THE BRANHAM COMPANY

post-war affairs. They have already received outstanding concessions and are getting more powerful in Washington.

For instance, while other businessmen have to conform strictly with the rulings of WPB and OPA, plans are under way to ease these restrictions for veterans. American Legion's powerful lobby has been fighting for concessions. These are designed to make it easier for veterans to start new businesses . . . the majority of which will be retail or service establishments.

At the same time, if the Government guarantees the financing of such businesses, it can be expected that they will be under some form of governmental supervision and that the United States will probably go to some lengths to make it hard if not impossible for these men to fail in business in the ordinary way. Some feel that this preferential treatment may result in such establishments being operated by veterans becoming the best bets in a credit way.

As for ability of such men . . . before they obtain governmental assistance, they must show some experience or ability. In addition, the Army and the Veterans Administration are now issuing business textbooks for veterans and are planning definite business courses.

Food & Drug Authority

What enforcement powers are given the Food and Drug Administration and does it have authority to dictate labeling practices?

The Food and Drug Administration, in its particular field, has powers virtually as strong as those of the Federal Trade Commission and also has recourse to the courts to enforce its edicts. Recently it obtained a judgment of \$1,000 against one firm which was charged with selling deceptively-labeled packages of candy to servicemen. The Administration's annual report showed that during 1944 it seized 586 shipments of drugs which allegedly had false labeling making worthless claims. This compared with 408 seizures in 1943.

FM & Television as Media

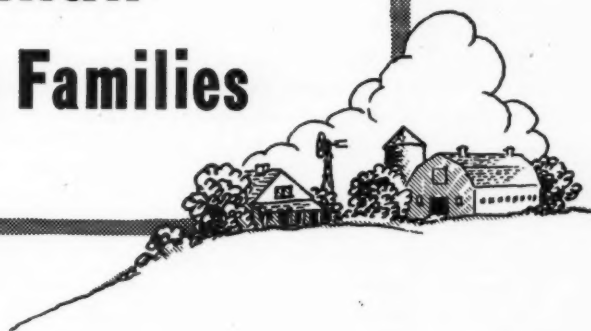
What is the present outlook with respect to development of FM radio and television as advertising media?

Long range planners are getting in on the ground floor and these media appear certain to reach important proportions rapidly. The Federal Communications Commission is attempting to allot the post-war radio spectrum in a manner affording encouragement.

FCC states there are now 46 com-

FARM FAMILIES

purchase $1\frac{1}{2}$ more
packaged food
than
City Families



OUR Red Dollar-Green Dollar Pilot Survey in the Midwest 8 States, now being enlarged, reveals the following startling facts: An average City Family of 5 spends only \$6.20 for packaged foods, from a total monthly food expenditure of \$76.36, while an average Farm Family of 5 spends \$9.56 for packaged foods, from a total monthly food expenditure of \$26.15 . . . ONE HALF more per month!

By breaking down the total expenditures of these families, we see a vast market for packaged foods, in a section where the average income per farm is \$5,219.00 compared with the average farm income of \$2,758.00 in the other 40 states. A rich farm market that is thoroughly covered by The Midwest Farm Paper Unit. Send for our "Red Dollar-Green Dollar" survey showing the high purchases of packaged foods by the Farm Families.

**33.1% OF THE NATION'S FARM INCOME
IS IN THESE 8 MIDWEST STATES**



*The Farmer Wisconsin Agriculturist & Farmer Prairie Farmer
Nebraska Farmer Wallaces' Farmer & Iowa Homestead*

FARM PAPER UNIT

NEW YORK 17,
250 Park Ave.

CHICAGO 2,
6 N. Michigan Ave.

DETROIT 2,
542 New Center Bldg.

SAN FRANCISCO 4,
Russ Bldg.

LOS ANGELES 14,
523 W. 6th St.

MARCH 1, 1945

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What's Ahead in the Railroad Market—



IN a recent survey* prepared by the editors of the *Railway Age* and its three associated publications, it is estimated that annual orders for motive power in the years immediately after the war should total some 1,600 locomotives of all types. This figure would considerably surpass the total annual purchases for any year since 1924 and would approach the 1,900 average of the years 1920-24.

Strained to their utmost to speed the heavy flow of vital war materials, railway facilities of almost every type are wearing out at a greatly accelerated rate. At the same time purchases of new equipment have been restricted to a point which has kept replacements and renewals at an abnormally low level. Thus a sizable backlog of vitally necessary railway purchases is being built up which should make the railroads a top-ranking market for manufacturers in the post-war period.

Now is a good time for manufacturers with products to sell in this basic market to prepare a strong sales position for the competitive period ahead through regular business paper advertising that gets across to the key railway men they want to reach.

In the railway industry the four Simmons-Boardman railway publications are the recognized channels of technical and business information. Each of these publications serves one of the several branches of railway activity—each one has a specialized audience of key men. The men who recommend and authorize purchases of motive power and motive power equipment are the readers of *Railway Age* and *Railway Mechanical Engineer*.

*If you have not already received your copy, write for this post-war booklet . . .



All A.B.C.-A.B.P.

Railway Age

Railway Engineering and Maintenance

Railway Mechanical Engineer

Railway Signaling

SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3

Terminal Tower, Cleveland 13

Washington 4, D. C.

1038 Henry Bldg., Seattle 1, Wash.

300 Montgomery St., San Francisco 4, Cal.

530 W. 6th St., Los Angeles 14, Cal.

mercial FM stations in the United States. To date, 351 application to build commercial FM stations, over 100 to build television stations, and 18 for non-commercial educational FM stations are on file at the FCC. Present policies restricting the use of critical materials and manpower for civilian radio purposes will be continued, but FCC invites post-war planning.

It proposes to assign 90 channels to FM, with 70 channels left unassigned to provide room for expansion.

Television is allocated 12 channels in the spectrum and additional wide channels are set aside to permit development of a system for color pictures. At present, six commercial television stations are in operation, three are under construction, and three experimental stations are in use. It is estimated there are about 7,000 television receiving sets.

Toning Down Advertising

Is it true that all merchandise is to come under the WPB "declaration of policy" requiring the "toning down" of advertising and sales appeal in connection with textile goods?

Not all merchandise, by any means, but there is a very definite trend toward expansion of the lines covered by the voluntary "declaration" observance. Recently the Wholesale and Retail Soft Lines Industry Advisory Committee—organized under WPB—recommended that the "declaration" be expanded to cover the promotion of all kinds of merchandise and that it not be restricted to textiles. It also recommended that the clause with reference to clearance sales more clearly define the permitted use of this type of promotion, the purpose being to give a more specific, rather than a broad, general, meaning to the words "bona fide." However, government agencies show no inclination toward setting up all-inclusive rules on advertising of the many items temporarily in short supply.

WANTED RETAIL SALES MANAGER

Prominent roofing manufacturer requires services of experienced sales manager to direct its own retailing operations.

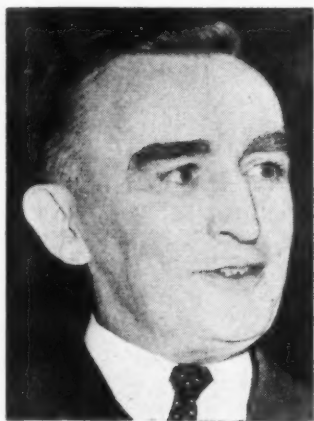
Successful applicant must know modern retail merchandising of hardware and building supply items.

This is a permanent position. In reply send full background, salary desired, and enclose snapshot to Box 2092, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

Too Much Bigness: A Threat to America's Economic Future?

The Senator from Wyoming argues that too much concentration of political and economic power is bound to inhibit the full employment of labor and the full employment of capital. He offers here a four-point plan for a post-war return to a "democratic economy."



Wide World Photo

BY
SENATOR
JOSEPH C.
O'MAHONEY

Wyoming

IF a modern Marco Polo should suddenly return from some new land and report that 50,000,000 people were waiting there to use the things American business makes, sales managers, advertising agents, and engineers would burn midnight oil in preparation of plans to tap the new purchasing power.

It may sound fantastic, yet there is right here within our own country an even greater undeveloped market than this imaginary land. The South and West and the teeming cities of metropolitan America contain more than 50,000,000 people who do not have to be taught to appreciate what modern American industry can produce. They want the things the American businessman makes and wants to distribute.

The great West is filled with natural resources still largely untapped. Neither these markets nor these resources have been developed to anything like their potential richness. Quite the contrary. This vast purchasing power, except for the war economy, has been restricted and the utilization of these

resources for the industrialization of the West and South creeps ahead at a snail's pace.

Those Americans, one-half our population, who live in the West and South, three-fourths of our land area, are awakening to the fact that they have been treated like colonial dependents. There is a growing feeling, obscured now because everyone in this country is bound together by the common determination to overcome the enemy who has threatened all of us, that it may be more than chance which has brought about the neglect of these regions.

It must be demonstrated after the war that there is no basis for the growth of sectionalism in America, and that demonstration can be brought about only by the liberation and the development of the West and the South by the extension to these areas of economic opportunity unrestrained by any political or financial regimentation from the East. If we fail to achieve economic harmony, we may behold again the spectacle of money, machines and men all idle with consequent hardship and suffering to millions—though we have at our doors the unlimited resources which nature affords.

Private Enterprise at Stake

The lack of economic opportunity for our South and West is tied up closely with the growth of concentration of the control of our economic life in the United States. Would it surprise you to know that 30 billion-dollar corporations each had, in 1935, assets larger than most of our states? In fact, only one state in all our West and South had, in 1937, property within its borders valued at more than the assets of either the Metropolitan Life Insurance Co. or the American Telephone & Telegraph Co., both eastern corporations. Only 10 of all our 48 states exceeded in assessed valuation of all taxable wealth, the assets of either of these two companies. Put in another way: Each of these two corporations is richer than any one of 38 sovereign states. And at the lower

end of the scale there are 18 states, the total taxable wealth of which is not as much as that of the smallest of the 30 billion-dollar corporations.

In thinking about the future of the United States, as of the world, these are facts of life which independent businessmen must remember, for the degree of economic centralization which has already occurred menaces private enterprise as it endangers the entire future of the world. Centralization marks not only commerce but also savings, which are the basis for investment. Two-thirds of all the principal reservoirs of savings in the United States are to be found in New York, New Jersey, Massachusetts, Pennsylvania, and Connecticut.

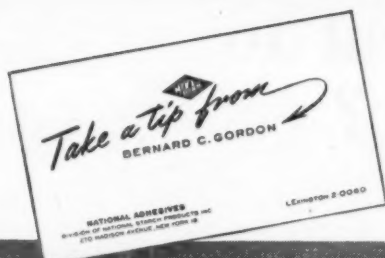
Federal Control Is Growing

Everyone acknowledges that our businessmen have achieved tremendous and unparalleled industrial progress. The American standard of living exceeds that of any other nation or any other time. The rank and file of the people of our country enjoy luxuries which were denied to the wealthiest and most powerful a few years ago.

But the important thing is that though this is true, it is also true that the standard of living today is much more unstable than it was in the time of our grandfathers. The people—East, South and West alike—have lost the means by which they can compete, as independent individuals, in the business of the country. A very large proportion of the people of our time are dependent for their livelihood upon conditions, organizations and tools over which they have no control. And this is more evident now than ever before in our history.

In the beginning our commercial and industrial, like our political, system was essentially local in almost all its aspects. The means of livelihood, the instruments of production and distribution, were all readily identified as community efforts. The Government confined its efforts largely to the regulation of commerce carried on with foreign nations.

As our industrial, banking, and business system developed, local and state boundaries began to mean less and less. And as this change took place the powers of the national Government began to grow. This did not come about because the people of America wanted to surrender their



This picture proves that Bernard C. Gordon of National Adhesives believes in practicing what he preaches. Here he discusses adhesive problems with Joseph V. Necas, Manager of Purchasing for P. Lorillard Co.

"Keep the P.A. Posted"

"To sell him the goods, tell him the facts" is the recommendation of Mr. Gordon of National Adhesives. "Only when you have equipped the purchasing agent to buy intelligently have you done a thorough selling job".

As a man who contacts many of the country's outstanding companies, Mr. Gordon speaks with authority. His own company backs up its salesmen with consistent, informative advertising in **PURCHASING**, the one magazine the P.A. reads from cover to cover... the one magazine that speaks his language.

Back your contact men with this potent sales tool... do the spade work for their visits with the P.A. by pre-selling him with advertising in **PURCHASING**—your key to the 40 billion dollar industrial market!

For full facts, write **PURCHASING**, 205 East 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Building, Cleveland 14; Duncan A. Scott & Company, West Coast Representatives, Mills Bldg., San Francisco 4, and Western Pacific Bldg., Los Angeles 15.



A Conover-Mast
Publication

PURCHASING



local powers to Washington. It grew because people in every community found themselves faced with new economic situations with which their local governments were unable to cope.

Year by year business has become increasingly national in scope, and the new national business has grown steadily more important to the everyday existence of all people in all localities. That made inevitable the growth of national laws, for no single local or state government could hope to set up controls for itself. They turned to Washington, D. C., for help. Congress reacted slowly and reluctantly. At first government regulation was limited to railroads, and Congress acted only because the railroad industry had grown to such an extent and had expanded so

far beyond the powers of states to control them that there was no other recourse for the people.

That started a long march of events. From that day to this there has been a steady growth of government establishments in Washington. Yet it would be a great mistake to assume that all this has taken place because politicians have wanted to take business over. It has grown because commerce must be regulated by government in the business interest, and nowhere except in the Federal Government is there an agency capable of such regulation.

The regimentation of men by government and the regimentation of men by concentrated economic power, must be condemned for the same reasons. Both are the antithesis of individual liberty. Economic power which temporarily becomes so great that it can regiment men, enjoys only a temporary triumph, for it forces the creation of big government and ends up, as in Nazi Germany, in becoming subordinated to arbitrary political power. Restrictive practices which are used by some business organizations not only destroy competition, but they do regiment men.

We know that the patent system, though created by Congress for the purpose of fostering trade and industry, has been used to suppress trade and industry and to exact tribute. We know that some large collective enterprises in this country have entered into

YOUNG MEN! IS THIS YOUR Post War Opportunity?

Produc-Trol—the Wassell Organization—a young healthy organization, has shown the fastest growth in sales volume, top management prestige, advertising, sales promotion, and training of field men in the history of office appliances. We have several opportunities available for both Distributors and Representatives. Men with selling experience and knowledge of business procedures or either one backed by an ambition for high earnings and growth with a young organization should write:

Personnel
Connecticut
Westport,

**WASSELL
ORGANIZATION**

National Federation of Sales Executives

CLUB NEWS & ACTIVITIES

Issue No. 15

St. Louis, Mo.

Printed in the U. S. A.

February 15, 1945

Annual Meeting of National Federation to Be Held in June

A HIGHLY streamlined Annual Meeting, conforming to the regulations outlined by James F. Byrnes, Director of War Mobilization and Reconversion, will be held by the National Federation of Sales Executives in June, it was announced by Geo. S. Jones, Jr., president of the organization.

The date, place, and other details of the meeting have not yet been determined, Mr. Jones stated. These will be decided in the next few weeks. He pointed out, however, that the Constitution and By-Laws of the Federation provide for an Annual Meeting to be held in either May or June, and the purpose of the proposed meeting is to conform to that regulation.

The June meeting will not supplant the annual convention, plans for which were recently postponed because of the present war emergency. Likewise, he continued, the meeting will be restricted largely to members of the Board of Directors of the Federation, chairmen of various committees and not more than one representative of an affiliated club.

(Turn to page 2 please)

Federation Represented at Hearing in Washington on Business Census

ASSURANCES that a new Census of Manufactures and Distribution will be made just as soon as funds and manpower are available, was given by officials of the Budget and Census Bureaus of the Government at a hearing in Washington attended by Government department heads, representatives of the National Federation of Sales Executives and other interested groups.

The hearing was an outgrowth of the recent action of the Director of the Budget in eliminating from the

Federation Forms Committee on Governmental Cooperation

Clarence F. Manning of Richmond Heads New Committee Which Is Composed of Top Executives

ORGANIZATION of a Committee on Governmental Cooperation by means of which "the united thinking of the nation's sales executives can be made available on a factual basis to government officials and agencies," was announced recently by George S. Jones, Jr., president of the National Federation of Sales Executives.

Speech of the Month

EACH month, scores of addresses containing constructive information on selling and sales management which would be of widespread interest, are presented at meetings of various Sales Executives' Clubs affiliated with the National Federation of Sales Executives.

CLUB NEWS AND ACTIVITIES would like very much to make this information available to all executive members of the Federation. Accordingly, it proposes to reproduce as one of its regular features, one or more outstanding talks each month under the heading, "Speech of the Month."

All club secretaries and other officials are urged to cooperate in this effort by submitting to Federation Headquarters copies of addresses which they feel merit consideration as the "Speech of the Month."

The new committee is headed by Clarence F. Manning, secretary of the Reynolds Metals Company of Richmond, Va., and a regional director of the Federation. It includes a Steering Committee composed of five men "to provide a workable action unit," and representatives of most of the clubs affiliated with the National Federation.

Steering Committee

Members of the Steering Committee in addition to Mr. Manning are: George Halpin, vice-president and general manager of the Minnesota Mining and Manufacturing Company, of St. Paul; J. C. Aspley, president of Dartnell Corp., of Chicago; Raymond Bill, editor and publisher of Sales Management Magazine of New York, and H. W. Dodge, vice-president of the Texas Company of New York.

"At no time has the influence of Government on business been greater than now," said President Jones in announcing appointment of the new committee. "There is hardly a phase of business that is not affected in some manner or other by the activities of Government."

"The new Committee on Governmental Cooperation of the National Federation will provide a much-needed agency through which the combined thinking and experience of the nation's top sales executives can be effectively presented."

The new committee, Mr. Jones

(Turn to page 4 please)

(Turn to page 4 please)

Club News and Activities is included in the Mid-Month issue of Sales Management Magazine.

CLUB NEWS & ACTIVITIES

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Three Additions to



HONOR ROLL



THE National Federation of Sales Executives' Honor Roll, which is composed of affiliated Sales Executives' Clubs which are supporting the National on an Executive basis, was increased to 36 clubs last month, as a result of the addition of the Sales Managers' Club of Shreveport, Louisiana, the Sales Executives' Club of Northern New Jersey at Newark, and the Sales Executives' Club of Evansville, Indiana, to the list.

The Newark Club formally acted on the Executive program after Lee McCanne, of the Stromberg-Carlson Company, Rochester, New York, a Regional Director and a member of the Federation's Extension Committee, outlined the aims and objects of the National Federation. Shreveport's action was taken on recommendation of the Board of Directors of the Club, and Evansville recently completed the organization of a new club on the Executive basis.

The complete list of clubs now supporting the Federation on the Executive basis follows:

Atlanta Sales Executives' Club
Birmingham Sales Executives' Club
Buffalo Sales Executives' Assn.
Chicago Sales Executives' Club
Cincinnati Sales Executives' Council
Cleveland Sales Executives' Club
Columbus (O.) Sales Executives' Club
Dallas Sales Executives' Club
Davenport Sales Managers' Bureau
Dayton Sales Executives' Club
Detroit Sales Managers' Club
Evansville Sales Executives' Club
Fort Worth Sales Managers' Club
Grand Rapids Sales Executives' Club
Hartford Sales Managers' Club
Houston Sales Managers' Club
Indianapolis Sales Executives' Council
Kalamazoo Sales Executives' Club

Los Angeles Sales Managers' Assn.
Louisville Sales Managers' Council
Milwaukee Sales Managers' Assn.
Minneapolis Sales Managers' Assn.
New Orleans Sales Executives' Council
New York Sales Executives' Club
Philadelphia Sales Managers' Assn.
Pittsburgh Sales Executives' Club
Richmond Sales Executives' Club
Rochester Sales Managers' Club
St. Paul Sales Managers' Assn.
Sales Executives' Club of Northern
N. J. at Newark
Sales Managers' Club of Shreveport
San Antonio Sales Managers' Club
San Francisco Sales Managers' Assn.
San Francisco Sales Managers' Club
Springfield Sales Managers' Club
Toledo Sales Executives' Club

In addition, the Sales Managers' Club of the Boston Chamber of Commerce, the Sales Managers' Club of Providence, and the St. Louis Chamber of Commerce, are in the process of affiliating with the Federation on a voluntary basis, and the new Sales Executives' Division of the Omaha Chamber of Commerce just organized, has applied to the Federation for membership on the Executive basis.

Annual Meeting

(Continued from page 1)

The principal topics of discussion at the meeting will be the annual election of Officers and Board members, reports of the Finance and other committees, and routine matters.

In this connection, Mr. Jones called attention to the provisions of the Constitution and By-Laws relating to the election of directors. Section I of Article II of the Federation's Constitution provides that:

"Sixty days prior to the annual Convention of the Federation, the director of each district shall appoint a Nominating Committee, consisting of one member from each affiliated club in his district, which will recommend to the Na-

tional Nominating Committee a person to represent his district on the National Board of Directors."

Section III of the same article states that: "

"To be eligible for membership on the Board of Directors of the Federation, a director must be an executive member of the Federation or a member in good standing of an affiliated association. He must continue throughout his term of office in good standing."

Each of the district directors are urged by Mr. Jones to select district Nominating Committees to suggest candidates to the board and to submit their recommendations to the Nominating Committee for final action. K. N. Merritt of New York is chairman of the Committee.

Club Activities

News and Notes

• Virtually every phase of selling and sales management, ranging from the selection of salesmen to analyses of markets and sales and distribution costs, came under the critical gaze of sales executives throughout the country, during recent weeks, in meetings of Sales Executives' Clubs affiliated with the National Federation of Sales Executives.

• Ushering in the New Year, several clubs conducted programs devoted to scientific selection of sales personnel. Russell L. Powell, District Sales Manager of the Keystone Envelope Company, of Philadelphia, for instance, inaugurated the 1945 season of the Sales and Advertising Managers' Association of the Trenton (New Jersey) Chamber of Commerce, with a discussion of this subject. At the same meeting Walter R. Wakefield, Regional Director of the National Federation, reported on the recent Management Conference of the National Federation, held in Chicago.

• Morris I. Pickus, President of the Personnel Institute of Chicago and Los Angeles, discussed "The Personnel Pay-off—Do's and Don'ts in Human Engineering," at meetings of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, the Advertising and Sales Executives' Club of Kansas City, and other groups, and Minneapolis-Honeywell Regulator Company presented a streamlined version of the dramatization it staged at the annual convention of the Federation in Chicago, "Rebuilding and Revitalizing Selling Organizations," at a meeting of the St. Paul Sales Managers' Association.

• "What Does Your Boss Think of His Sales Manager?" was the subject discussed by George S. Jones, Jr., Vice-President of Servel, Inc., of Evanville, Ind., and President of the National Federation, at a meeting of the Dayton Sales Executives' Club and the Sales Managers' Association of Milwaukee, and "Training of Salesmen" was discussed by A. J. W. LeBein, Director of Merchandising, of the Eli Lilly & Company, at a meeting of the Indianapolis Sales Executives' Council. The Milwaukee meeting also was featured by the annual installation of new officers of that club.

• Compensation and Incentive Plans, was the theme of meetings of two of the clubs during the past month. George F. Barber, Abbotts Dairies, Inc., of Philadelphia, spoke on this subject at a meeting of the Sales Managers' Association of Delaware County, at Chester, Penna., and three members of the San Francisco Sales Managers' Association participated in an informal discussion of "Salesmen's Compensation Plans" at a meeting of that organization. The speakers and their subjects were Leo P. Blank, Sales Manager of the San Francisco Division of Stecher-Traug Lithograph Corp., who discussed "Straight Salary"; Ward Harris, Owner and Sales Manager of Ward Harris Company, who spoke on "Straight Commission," and James T. McAloon, Sales Manager, Western Division of E. R. Squibb & Sons, who discussed "Salary Plus Commission or Bonus."

• John W. Davis, of the Ramsey Sign Company, discussed the intriguing subject, "The Name on the Dotted Line," at a meeting of the Sales Managers' Association of Portland, Oregon, and Jack C. Aspley, President of the Dartnell Corporation of Chicago, past president and Chairman of the Board of the Federation, spoke on "Planning and Putting Over a Sales Meeting" at the regular meeting of the Cincinnati Sales Executives' Council.

• "Tomorrow's New Kind of Sales Manager—What Will He Be Like?" was the subject of an address by Burton Bigelow, head of the Burton Bigelow Organization in New York, at the meeting of the Sales Managers' Club of the Providence Chamber of Commerce. "Organizing the Work in Your Sales Department" was the subject of the Round Table discussion presented by the Chicago Sales Executives' Club. The discussion leaders were Harry Cook, Vice-President of the Liquid Carbonic Corporation, and Harold Dotts, General Sales Manager, of the Jewel Tea Company. Louis E. Hooker, Consultant of the Training-Within-Industry Division of the War Manpower Commission, also explained "How Sales Managers Can Profit From the J.I.T. Program in Industry" at another meeting of the Chicago Sales Executives' Club.

• Sales and Credit was the theme of a joint meeting of the Minneapolis Association of Sales Managers, and the Minneapolis Association of Credit Men. Arthur A. Hood, Director of Dealer Relations, of the Johns-Manville Corporation of New York, outlined the "The Logistics of Postwar Distribution" at the meeting, and E. B. Moran, Manager, Central Division, of the National Association of Credit Men, discussed "The Postwar Challenge."

• "Let's Trade" was discussed by Charles S. Brown, Advertising Director of the Radio Corporation of America, at meetings of the Sales Managers' Association of Philadelphia, and the Sales Executives' Club of Pittsburgh. "Fellowship" was the topic of an address by the Reverend Walter Lee Ewing, of the Calvary Methodist Church, and "The House That Nobody Wanted," a sound picture showing how Johns-Manville Company sells insulation and construction of houses, were other features of the meetings of the Sales Executives' Club of Pittsburgh.

• W. W. Grant, Director of Marketing Research, Appliance Division, of the Westinghouse Electric & Manufacturing Company, of Ohio, spoke on "Analyzing Your Market" at a meeting of the Albany Federation of Sales Executives. President Jones of the Federation discussed the subject, "When Sales Markets Are Defrosted—Then What?" at a meeting of the Sales Executives' Club of Rochester. "Sales Analysis and Distribution Costs" also was presented at a meeting of the Rochester Club, by John E. Zollinger, Eastern Sales Manager of International Business Machines Corporation.

• "Your Friend, the Professional Salesman," was the theme of Don H. McClinton, Vice-President of the San Francisco Sales Managers' Association, at a meeting of that organization recently, and "Human Relations Industry" was discussed by Dr. Samuel N. Stevens, President of Grinnell College, at a meeting of the New York Sales Executives' Club.

• Arthur Hood, of Johns-Manville Sales Corporation, also discussed "The Logistics of Postwar Distribution" at a meeting of the Houston Sales Managers' Club, and James H. Rasmussen, General Sales Manager, Manufacturing Division, of The Crosley Corporation of Cincinnati, spoke on "Postwar Sales Boom—Fact or Fantasy?" at a meeting of the New York Club.

• "Postwar Lessons" was the theme of an address by C. W. (Bud) Onan, of D. W. Onan & Sons, and "Television—As It Applies to Sales Management" was discussed by Richard H. Hooper, Regional Manager, Advertising and Promotion of the Radio Corporation of America, at a meeting of the Minneapolis Association of Sales Managers.

• A round table discussion of the subject, "Choice of Media for Postwar Advertising and Development," featured a meeting of the Sales Managers' Council of Denver, Colo. Representatives of five major advertising media participated. "Building Morale Through Human Relations" was discussed by A. O. Malmberg, Director of Public Relations of the Doughnut Corporation of America before the New York Sales Executives' Club, and "Public Relations in General Selling Activities" was the topic of an address by James W. Lee, II, a member of the New York Public Relations firm of Ivy Lee and T. J. Ross, before the Detroit Sales Executives' Club.

• A recent meeting of the Sales Executives Club of Cleveland, also was featured by a discussion of "Public Relations" by Jacob Wattenmaker, of the Public Relation Counsel of that city. The Cleveland Club also heard a discussion of the subject, "Russia," by Edward Blythin, Vice-President and Secretary of the Western Reserve University.

• "The War Surplus Disposal Problem" was the timely subject discussed by John W. Snyder, Vice-President of the First National Bank of St. Louis, at a meeting of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, and "Your Stake in Construction" was the theme of Thomas S. Holden, President of the F. W. Dodge Corporation, at another meeting of the New York Club.

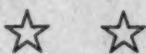
• A stimulating address entitled "The Hand on Our Shoulder" was a highlight of the meeting of the Sales Managers' Association of Los Angeles, and "The National Poll of Public Opinion," a sound slide film prepared by the American Association of Advertising Agencies, featured a recent meeting of the Sales Managers' Association of Philadelphia.

Business Opportunity

A manufacturers' agent covering North Jersey is interested in securing another. Item to be sold to industrial plants. Interested persons should contact William H. Patton, 14 Knollwood, Caldwell, New Jersey, for additional information.



Personalities in the NEWS!



• Earl J. Glade, Mayor of Salt Lake City, is the new President of the Utah Sales Managers' Association, of Salt Lake City. His Honor, the Mayor, was formally elected head of the Association at the annual election held last month. Other officers of the Utah Association are Donald P. Lloyd, Manager of the Associated Food Stores, Inc., Vice-President; and Richard F. Harding, Executive Vice-President of the Salt Lake Real Estate Board, Secretary and Treasurer.

• Election of Edward C. Zabors, of E. H. Schaefer Company, as President of the Sales Managers' Association of Milwaukee, was announced recently. Mr. Zabors succeeds William H. Gobeille, of the International Business Machines Corporation. Other officers of the Milwaukee Club are Harold W. Hirth, of the Frankfurth Hardware Company, Vice-President; Henry W. Purcell, Procter & Gamble, Secretary, and Harold F. Bowes, Phoenix Mutual Life Insurance Co., Treasurer.

• E. G. Miller, of the Carnation Company, is the new President of the Sales Managers' Club of San Francisco. Charles E. Clotere, of Langendorf-United Bakeries, has been named First Vice-President of the Club; T. W. Cutting, of Hills Brothers, Inc., Second Vice-President; and John W. Geiger, of Kraft Cheese Corporation, Secretary and Treasurer.

• A. Bruce Hay, District Sales Manager of the Southern Bell Tel. & Tel. Company, has been named Chairman of the Sales Executive Council of the New Orleans Association of Commerce. W. B. Meek, Branch Manager of the Westinghouse Electric & Supply Company, has been named first Vice-Chairman; and P. J. Ward, Assistant Division Manager of the Standard Oil Company of Louisiana, second Vice-Chairman.

• Merrell M. DuBois, Advertising Manager of the Rochester Times-Union, has been elected President of the Rochester Sales Executives' Club, and Leonard T. Thomasma, Assistant General Sales Manager of The Todd Company, Vice-President.

• Carl A. Warns, of the Logan Company, has been named President of the Sales Managers' Council of the Louisville Board of Trade. Other officers include L. S. Corbin, of the Standard Oil Company, first Vice-President; Charles E. Riehm, of the Muldoon Monument Company, second Vice-President; and Walter E. Hughes, of the Louisville Board of Trade, Secretary and Treasurer.

• New officers of the Sales Managers' Club of Los Angeles, are: J. A. Camp, Pacific Coast Sales Manager of the Ohio Match Co., President; Alexander Smith, Sales Manager of Stokley Brothers & Company, first Vice-President; L. A. Irvin, Sales Manager of Hills Brothers Coffee Co., Inc., second Vice-President; Vern E. Schauppner, Secretary and Treasurer.

• Emmett D. Salisbury, Vice-President in Charge of Sales of Salisbury & Satter-

lee Company, has been re-elected President of the Minneapolis Association of Sales Managers. J. S. Huskinson, District Manager of the Minnesota Linseed Oil Paint Company, has been named first Vice-President of the Club; Riley L. Bryan, Sales Manager of McKesson & Robbins, Minneapolis Drug Division, second Vice-President; and Alexis Caswell, of the Manufacturers' Association of Minneapolis, Inc., Secretary and Treasurer.

• Rodgers Brown, of the Kroger Grocery & Baking Company, has been elected President of the Sales Managers' Club of Little Rock, Arkansas. Other officers are Winfred Bell, of the Arkansas Electric Company, first Vice-President; Doyle Colvert, of Campbell, Mallory & Colvert, second Vice-President; Frank Burke, of 555, Incorporated, Secretary; and Cyril Deese, of the Arkansas Gazette, Treasurer.

• John J. Getreu, of Tracy-Wells Company, is the new President of the Columbus Sales Executives' Club. Other officers are Harry A. McCormick, of the Central Ohio Paper Company, Vice-President; Guy E. Coffman, of the City National Bank & Trust Company, Treasurer; and George W. Cammann, of the Columbus Chamber of Commerce, Secretary.

• New officers of the Jackson Sales Managers' Club are: C. Guy Lowe, Manager of the Office Supply Company, President; Louis Langford, Sales Manager of the Russell Company, Vice-President; Earle B. Guess, Division Sales Manager of the Mississippi Power & Light Company, Secretary; and Robert Lambert, Manager of the Lambert-Emmerich Sandwich Company, Treasurer.

New Committee

(Continued from page 1)

added, will in no sense be a lobbying agency. Its activities will be confined largely to the presentation of thoughts, ideas, suggestions and factual data, particularly on matters affecting marketing and distribution.

Among the immediate problems upon which the new committee will concentrate its energies, President Jones said, are gasoline rationing for salesmen, salesmen's compensation, retraining of war veterans, disposal of surplus war materials, price and other war restrictions, foreign trade, postwar, over-all postwar planning by the government, and the part that selling can play in postwar.

Efforts also will be made, Mr. Jones explained, to effect a closer relationship between the nation's selling interests and various government agencies and officials.

Census

(Continued from page 1)

to business in planning future sales and advertising policies. The fear was expressed that the "sample" census would provide a distorted picture of business.

Dr. Stuart A. Rice, Assistant Director in charge of the Statistical Standards Bureau of the Budget, pointed out that a detailed Census of Manufactures and Distribution would require an appropriation of about \$11,500,000 and the employment of thousands of people. He added that while many workers could doubtless be obtained on a part-time basis, officials at Washington would not favor any project requiring so many workers in view of the present manpower shortage.

Funds for the census must be obtained from Congress, Dr. Rice continued, and the tendency of that body was to oppose any program which is not directly connected with the war effort.

Sample Census

The proposed cross-section "sample" census, he stated, would in no way be comparable to the rather unsatisfactory partial census of business taken in 1937, and would not mean that a detailed census would not be made at such a time as would seem practical. The "sample" census, he said, would provide complete coverage for the 20,000 largest retail outlets and about two-thirds coverage of the next 150,000, and a three per cent sample of the remaining 1,500,000.

Dr. Rice said the "sample" census would be a rather full census of the retail establishments in the one hundred largest cities and would reflect conditions in all sections of the United States. The census has been scientifically planned he continued.

Dr. Rice also stated that a full census of agriculture for the year of 1944 is now being taken and that additional funds would be required to complete it. Funds had been requested, he declared, for a full census of manufacturers for 1945, and appropriations will be asked for a small consumer income study covering 1944 and for a small study of consumer expenditures and savings covering 1943. Information on agricultural and non-agricultural wages and wage rates will be collected, Dr. Rice said, and state estimates of employment in industrial enterprises will be compiled beginning with 1943.

agreements with the same types of enterprises in other countries to commit abuses which this country has always universally condemned as contrary to the public interest. Some great commercial organizations operating on a world-wide scale enter into combinations and agreements to divide territory, to suppress competition and to exploit the public by restriction of production and maintenance of prices.

In the creation of their international agreements private organizations do what the sovereign states themselves could never do, for business organizations enter into international cartel arrangements with foreign governments or with the corporate agencies of such governments. Yet our Constitution (Sec. X. Article 1) says, "No State shall without the consent of Congress . . . enter into any agreement or compact with another State or foreign power . . ." In other words, modern economic organizations have attained such power and size that they make international compacts in a field from which the states which chartered them are barred by the Constitution.

Adjustment Is Inevitable

Men turn to their governments to curb that which affects them all adversely. The concentration of this kind of power and wealth in private hands has brought about the steady concentration of political power in the government establishment at Washington. The problem which faces us now is to keep our business organizations within bounds or accept some form of concentrated government. If Government is not to become over-big, over-powerful and arbitrary, we must find the way to foster and encourage independent private enterprise. Private enterprise must be protected from destruction by concentrated group activity. The concentration of economic power and wealth by means of practices, devices and organizations must be stopped if enterprise is to be kept free from excessive Government control.

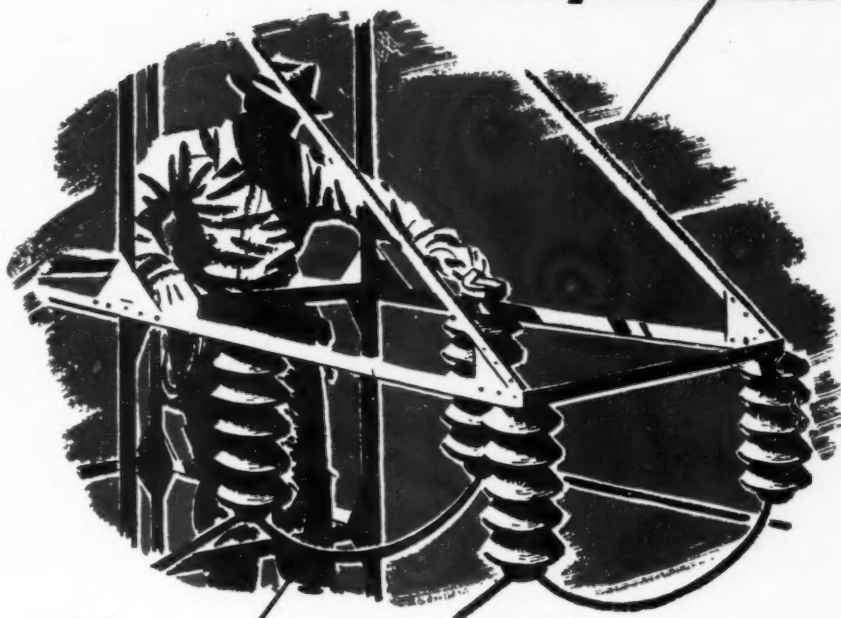
It is clear from the facts that large scale collective enterprise is here to stay. Our form of social organization is geared to its existence. The cure of the diseases which have emerged from the growth of big economic organizations is not to be found in punitive action. This is not a question of finding wrongdoers and hailing them into court. Our problem is more fundamental.

We must find the adjustment of the individual to the large organizations by which our economic life is necessarily carried on. We must devise a code which will preserve economic opportunity for the individual in an eco-

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conomic system in which the individual finds it increasingly difficult to protect himself. These huge economic organizations, called into existence by men to meet their material needs, are justified only to the degree in which they serve the entire community. If the political structure is designed to preserve the freedom of the individual, the economic structure must not be permitted to destroy it. The rise of Hitler has proved that political liberty cannot survive if economic freedom is lost.

Our problem grows more acute as we approach the peace. We face into the future knowing that not only have we not solved the problem of full employment of labor in our economic system, but we have not solved the problem of full employment of capital. Here again the very magnitude of the machines and the plants which are needed in the modern world explains in part the failure of the capital to go to work. It takes big capital to compete with big capital, and the hesitance of owners of capital to invest funds in order to compete with a large established industry produces idle funds.

So the circle continues to close. Small business has been swallowed by big business, and big business is now confronted with the danger of being swallowed by government. The way to reverse this trend is not to be found in further expanding the powers of government nor in releasing big business from so called "government interference." The only remedy to save a democratic economy is to be found in making the economy democratic. If we are to avoid an all powerful central government, we have no recourse

but to reestablish and encourage free private enterprise—that is to say, private enterprise which will be free from the control of private organizations as well as of public organizations. What could do this? I recommend:

1. National charters for national corporations. Only so can we give these corporations a definite and free place in our economy. Only so can we reestablish local economic independence.

2. The effective and thorough enforcement of anti-trust laws to maintain competition and to prevent all combinations and agreements that destroy business.

3. The encouragement of new business and small enterprises by the revision of tax laws for the purpose of stimulating the investment of private capital, encouraging new employment and new industry.

Sectional Equality Post-War

4. Couldn't we start by calling a national conference of the various organizations representative of business, labor, agriculture and consumers? Each has been for years working on diverse phases of this central problem. Now public thought and action might be concentrated on the objectives on which there is general agreement instead of, as now, on the objectives on which there is only misunderstanding, suspicion and disagreement.

Hitherto we have approached this problem from the point of view of the special interest of these large organized groups as though they were separate.

They are not. In this world-wide war boys from farm communities and mining communities, members of labor unions and boys from the ranks of business, the rich and the poor from the North, the South, the East and the West, have worked together without sectionalism, without bitterness in a common cause. I am convinced that the same unity of purpose can be achieved in the effort to organize our post-war economy. I am convinced that business, labor, agriculture, and consumers know that there is a common goal for all.

Only by attacking and conquering the fundamental issues which cripple our economy can we open up economic opportunity for everyone. Then we shall arrive at a place where all the sections of our country will have equal status and equal prosperity. Then business men will prosper, and our industrial potential and our people's abilities will open for us.

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Birdsfoot trefoil . . . mysterious

Mediterranean emigrant of some seventy years ago, its maze of roots sends up a thin stem too frail to support the broad leaves, yellow flowers—and the forked seed pods which suggest its name . . . It slithers along the ground, climbs up other plants, sometimes a yard high . . .

Less than a decade back, wild and unwanted in Eastern New York and Oregon, it was re-discovered by Johnston Wallace, an Englishman, and first publicized by **SUCCESSFUL FARMING**. In '42, Iowa State College at Ames made experimental plantings.

New legume, perennial, winter hardy, drought resistant, prolific

in seed and forage, a valuable stock feed . . . Birdsfoot trefoil grows on sour ground, hillside exposures, bare slopes, thrives in midsummer heat, restores nitrogen to the soil . . . one more small asset in a more secure

agriculture . . . one more small credit to SF when

August pastures flourish . . . and another link between the magazine

and the 1,150,000 enterprising farm families it serves . . . SF subscribers, segregated

in the fifteen finest farm states, are today's agricultural aristocracy . . . first

in investment, yield, cash incomes, profit, and also today's best big

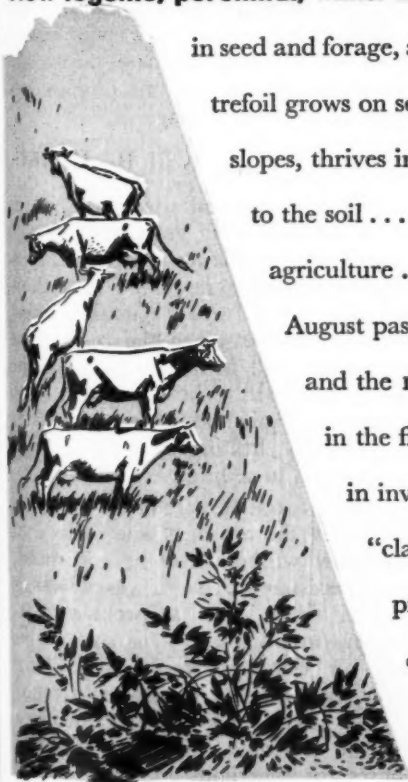
"class" market—so rich and ready for quick sales, so potent for future

profit, that it entitles **SUCCESSFUL FARMING** to top priority

on any general advertiser's postwar schedule! . . . Ask for

proof, any office . . . **SUCCESSFUL FARMING**, Des Moines,

New York, Chicago, Atlanta, San Francisco, Los Angeles . . .



Coleman to Strengthen Staff with 50 Sales Engineers for Post-War

The distribution setup is past the blueprint stage. Advertising is at work building potential demand, and much thought is being given to the creation of sound sales aids and dramatic sales promotion tools. This aggressive Wichita company is ready for V-Day.

BY BLISS ISELY

THROUGH salesmanship 45-year-old Coleman Lamn and Stove Co., Wichita, plans to provide post-war employment for all factory workers now on their wartime payroll and also to care for returning service men.

"To accomplish this, we shall triple our sales power," explains Ralph Carney, general sales manager. "Already we have commenced a nationwide advertising campaign in business magazines and consumer magazines. We have arranged with jobbers for distribution of our products to retailers. We have, with the approval of our regular dealers, completed arrangements for sales at the regular retail prices through chain stores.

Visual Promotion Valuable

"To direct our operations, we have divided the Nation into nine regions with a regional sales manager over each. In addition, we have a sales plan for Canada to be conducted from our Toronto branch factory, and an export plan to be operated from our export houses in Toronto and Chicago."

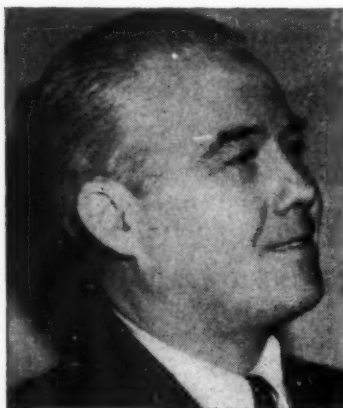
The Coleman company follows the plan of sales through jobbers and retailers to the consumer. Selling through the jobber, Mr. Carney believes, is economical. The jobber reduces the cost of distribution, he contends, and helps carry the financing, warehousing, and credit burden in addition to providing sales service.

Mr. Carney would not do without the jobber, but the company is adding an unusual feature after the war to multiply sales power. It will employ more than 50 factory-trained sales engineers, each assigned to a territory. These territory sales engineers will be under the direction of the nine regional sales managers, who, in turn, will be guided by one or another of the three branch managers—one at Philadelphia for the Eastern Division, one at Los Angeles for the Western Division, and one at the home office in Wichita for the Central Division.

The territory salesmen will cooperate with Coleman distributors, jobbers and dealers. One job for territory men will be to teach dealers and sales clerks how to sell Coleman goods and how to make full use of advertising and promotional equipment in their possession.

"Ordinarily promotional material is wasted because the dealer stows it away," Mr. Carney points out. "Our territory men will see to it that it is used."

The Coleman company uses a great



"We will use visual aids more extensively post-war," says Ralph Carney, general sales manager of Coleman.

deal of promotional material, for Mr. Carney has been an advocate of showmanship since 1912 when, as a high school boy, he found he could sell Coleman gasoline lamps at night by displaying them on vacant lots in Phoenix, Ariz. It was only at night that the white light from the mantles could make an impression on passing crowds. No swivel-chair sales manager is he. Before he tells his salesmen how to sell a product, he gets behind the counter in a retail store and tests his theories to make certain they will work.

"We use visual aids extensively," says Mr. Carney, "and will use them more extensively after the war. If you

tell a prospective customer the truth, he may believe you, but if he can see the truth with his eyes, he will believe it without being told."

So important does Mr. Carney regard visual appeal that he employs a laboratory sales engineer, whose sole duty is to study methods of presenting sales arguments. For example, if Mr. Carney wants to sell a Coleman furnace, he says that the furnace he is marketing is better than others because it circulates heat through the room more rapidly. By merely telling that, Mr. Carney contends, he may convince the prospect, but more than likely the prospect will have mental reservations.

To convince a prospect, Mr. Carney teaches his salesmen to use an ordinary milk bottle. Into it he pours two liquids—one colorless and the other red. The colorless liquid is heavier and settles at the bottom and the red rises to the top. Then Mr. Carney inserts a paddle and stirs slowly. A partial mixture results with some of the red fluid descending to the lower part of the bottle. Then he stirs furiously to show the advantage of having a furnace which circulates air rapidly through a room. Immediately the red mingles with the colorless liquid and the bottom of the bottle contains as much red as the top. Mr. Carney then explains that this proves that children playing on the floor of a room heated with a Coleman furnace are comfortable, because the heat does not stay against the ceiling.

Reconversion Will Be Rapid

Another demonstration consists of a pair of miniature glass houses, each heated by miniature glass furnaces. The two houses are placed in a show window. One furnace circulates heat slowly and it rises to the ceilings of the rooms and hangs there while the floors are cold. The other, built to represent a Coleman furnace, circulates heat rapidly, heating the house evenly from floors to ceilings.

Heat of course cannot be seen. In order that the prospect who looks into the show window may be convinced, it is necessary to use a gas which is visible. Here was a problem Mr. Carney turned over to his sales engineer in the laboratory. After long study, the engineer discovered a vapor colored like smoke. This circulates through the glass furnaces and glass houses for everybody to see.

SALES MANAGEMENT

It's Still "Duration Time" In Detroit . . . PLUS!

From The Detroit Times Financial Page, Feb. 1, 1945.

. . . "yesterday the break came . . . and from a trickle of new contracts . . . NEW (Detroit) war orders became a flood. They totaled \$511,000,000.00 plus another \$50,000,000.00 for expansion of existing facilities . . . and the largest order for Detroit is now ready to be turned loose. . . It is a new weapon which the army is about ready to turn loose at the enemy."

From The Detroit Times, Feb. 7, 1945.

. . . "Ford Gets 110 MILLION In Plane Engine Jobs . . . A program for production of \$110,000,000.00 in aircraft engines and engine parts on additional government contracts was announced today by The Ford Motor Co."

These are NEW Detroit war orders, over and above those on an automatic continuing basis. As a consequence, all authorities agree that ALL available Detroit men and women power will be absorbed "for many months" to come. Current Detroit production schedules, continuing and new orders, represent an expenditure of over \$500,000,000 MORE THAN THE DOLLAR VOLUME of production for Detroit factories in 1944.

In 1944 the Detroit area was the world's OUTSTANDING CONSUMER MARKET, as it will be also in 1945. In this wealthy Detroit market The Detroit Times is the MAJOR MEDIUM by which sales are made NOW . . . and WILL BE MADE in that much discussed postwar period.

Today The Detroit Times Has The Largest ABC Recognized Regular Carrier HOME DELIVERED Circulation In Its History and the SECOND LARGEST ABC Recognized HOME DELIVERED Circulation in America.

THE DETROIT TIMES

DETROIT'S MOST INTERESTING NEWSPAPER

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

MARCH 1, 1945

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Many other demonstration sets have been constructed by Coleman—some to advertise furnaces and some to advertise other products. A job for each of the nine district sales managers is to travel through his district and show territorial salesmen, jobber salesmen, retail dealers and their sales people how to use the demonstration sets. To make sure he has all the equipment he needs, the district manager takes it with him.

Here Mr. Carney has introduced another new idea. Instead of shipping demonstration sets by express or carry-

ing them in a trailer, each district manager, after the war, will travel in a station wagon. The sets are so constructed that they can be taken apart, slid compactly into the station wagon and in an hour the sales manager can be on his way. When he arrives at his destination, he can set up the sets in an hour and will have enough material for a two-day sales school.

The Coleman company is in a good position for conversion to post-war production when the fighting ends. While the company is producing in all departments for war needs, many

of the articles the factory is making now were made prior to the war and will be made after the war. Before the war the company was making furnaces. When the war-housing projects were being built, they made furnaces for them and will continue making furnaces for the 10,000,000 houses which surveys indicate will be built in the 10 years immediately after the war.

Before the war Coleman was making lanterns to light farm barns in the United States and Canada and also abroad. Today it is making lanterns for all the Allied Forces for use in advanced areas beyond the area of electric power lines. Before the war Coleman was making gasoline heaters and cooking stoves. For the war the company developed a pocket-size stove on which men cook in all advanced areas all over the world where American soldiers fight. These stoves have been widely publicized by Ernie Pyle and other war correspondents and the company expects a brisk post-war demand for them for use on camping, hunting, picnicing, canoeing, bicycling and other outing parties. They are capable of burning leaded gasoline from a jeep, a tank or a plane.

Even in building advertising material the company is in a good position. When the war came, the management turned the set-building shop over to the manufacture of decalcomanias for airplanes. Coleman is manufacturing practically all of the insignia on the wings and instrument boards of the Boeing B-29, a large proportion of which are produced in Wichita airplane factories, and is a major producer of the decalcomanias for all other military planes built throughout the country.

Through salesmanship, Mr. Carney believes that free enterprise can easily employ every returning service man.



**Selling to
women . . .
while they're
young!**

WHILE THEY'RE YOUNG, progressive, open-minded . . . is the time to win the women you'll want as your customers for the next half century. Preferences they learn *today* form bulwarks that *later* advertising must work harder to overcome. Preferences learned today *stay* with them . . . And worth remembering is the fact that ten to fifteen thousand teen-age girls grow out of **AMERICAN GIRL** readership every month, into adult womanhood . . . out of the never-to-be-repeated period of their lives when their minds are most receptive.

800,000* readers say—"Grow along with us!"

**American
Girl**

Selling to Women While They're Young
\$810 per page . . . 225,000 ABC



PUBLISHED BY THE GIRL SCOUTS, 155 E. 44th St., N.Y. 17 • MEMBER OF THE YOUTH GROUP

* Based on readership survey tabulated by I. B. M.



imagine the post-war drilling and production activity in **IRAQ**



This transport station in Iraq will be a bustling beehive of activity when the end of the war calls for the expansion and re-equipping of the Iraq oil fields.



IRAQ? In the old geographies it was labeled Mesopotamia. It's the oldest oil field in the world—where Noah found the pitch to make his ark waterproof. Last year it produced 25,350,000 bbl.—over 1,000,000,000 gallons. And a billion is a lot of anything. Iraq's oil can move only by pipe line. Plans for doubling its pipe outlets await only the

ending of the war. To move two billion gallons means more exploration, more wells to be drilled, more refineries. Iraq looks back as far as Noah, but it is looking ahead, too. Yet Iraq is only one of a score of foreign fields—Kuwait, Bahrein, Saudi Arabia, Burma, Sarawak and New Guinea—that are going to supply a growing percentage of the postwar

world's petroleum. Readers of **WORLD PETROLEUM** are anticipating that.

THESE READERS MAKE HISTORY

Readers of **WORLD PETROLEUM**, the Management Publication of the International Petroleum Industry, just as effectively as the diplomats at the peace table, will make history by rebuilding and re-equipping the oil fields of the world. Every oil management official is a reader and 72% receive **WORLD PETROLEUM** at home.

WORLD PETROLEUM

2 WEST 45th ST., NEW YORK 19, N. Y.

READ BY OIL EXECUTIVES EVERYWHERE



UNDER THE
MANAGEMENT OF
REX W. WADMAN

MARCH 1, 1945

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HOW TO PUT A *Cutting Edge* ON COPY

"We put a *cutting edge* on copy", says a Chem & Met advertiser, "by whetting it on material we get from *field studies*. These tell us what chemical engineers need to know about equipment we want them to buy."

Chem & Met has undertaken field studies covering groups of equipment in chemical processing plants. Advertisers tell us these highlight situations which suggest further studies of their own not only to put a cutting edge on advertising but sales direction as well.

Chem & Met *Field Reports* of calls upon 59 plants covering *pipe and valves* is ready for you. A request will bring them to you.

**CHEMICAL
& METALLURGICAL
ENGINEERING**
A MCGRAW-HILL PUBLICATION
330 West 42nd St., New York 18, N. Y.

What Food Processors Think About **YOU**

• Frankly, we have gone out and asked them and *you* should, too. We asked them about *packaging equipment* and *materials handling*—two of their biggest problems. We wanted to know what they thought about present equipment and what they expected *you* to furnish in improvements when war restrictions ease.

We plan on asking them about every piece of equipment in their plants—what's good, what's bad and what they need to meet competitive conditions ahead.

What food processors say about *you* is in our *Field Reports* which we will gladly send you, violating no confidence. They should highlight situations that you will want to include in your own field studies. To our minds, nothing could be more important now than field work to prepare us both for the food processing market which is likely to be one of the most important of all.

It's safer to have the facts—why not send for copies of these reports, today?

FOOD INDUSTRIES
A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.

Coming Your Way

.....**phosphate glass**, due to its ultraviolet permeability, may be used extensively, in the future, for the windowpanes of hospitals and solariums. In addition, phosphate glasses, because they show less tendency to yield a haze, are considered likely to afford a solution to certain optical problems associated with astronomy, photography and related fields. These developments promise to appear on tomorrow's horizon in view of Monsanto Chemical Company's announced plans for the volume production of aluminum metaphosphate in the post-war era. Monsanto points out that aluminum metaphosphate's use in the making of glass represents a radical departure from such bases as lead, well known to the ancients, and from the more recent combination of sand, soda ash and lime. Aluminum metaphosphate is derived largely from aluminum and elemental phosphorus. Phosphate glasses, it has been shown, have improved weather resistance, improved color control, improved melting and working characteristics and improved resistance to certain acids. Used in insulators, they permit extraordinarily low loss of electrical current. A companion metaphosphate, developed by Monsanto, has properties to suggest its ultimate use as an insulant against the transmission of heat and cold. It is a chemical oddity in that its volume increases 500-fold under high temperatures. Still another type of metaphosphate, also ready for volume production, is designed to impart superior characteristics to ceramics.

.....**drax**, a water, dirt and stain repellent, promises to find many uses for all kinds of fabrics after the war. A development of S. C. Johnson & Son, Inc., it is at present being used on fabrics needed for war, such as soldiers' uniforms, parachute cords, camouflage materials, sleeping bags, etc. Drax is colorless and odorless and, because it makes garments actually brighter and newer looking and cuts down laundering, it is expected to find many peacetime applications. The company also has developed a special dry Drax for use in treating fabrics which shrink or otherwise are harmed by water or by ordinary laundering. There is a Drax, too, with a mildew-resisting agent which today protects mosquito netting and other Army equipment against mildew in such damp, humid areas as the South Pacific.

.....**freeze**gide, an anti-freeze tester, developed by the Lacey-Webber Co., is said to cut anti-freeze service labor in half. It not only tests every brand of alcohol, methanol and glycol types of anti-freeze, but also tests cold engines without warming up, regardless of temperature, as long as the radiator solution is fluid. In addition, it tells, at a glance, the present protection and the radiator capacity and how much anti-freeze is needed to provide any protection desired. It indicates how far any added quantity of anti-freeze will lower the freezing point as well as indicating how much anti-freeze must be added to lower the freezing point to any specified temperature. Freeze



Cod liver salve for burns and scalds.

.....**cod liver salve** is being introduced by Scott & Bowne, manufacturers of Scott's Emulsion. The new product is made from cod liver oil (with natural vitamins A & D), lanolin and petrolatum. It is designed to give relief from minor burns, scalds, abrasions, sunburn and minor irritations of the skin.

.....**stainless steel hosiery** which eventually may compete with natural silk and nylon, may result from recent experiments conducted by leading steel companies, according to Walter Tower, president, American Iron & Steel Institute. It already has been pointed

SALES MANAGEMENT

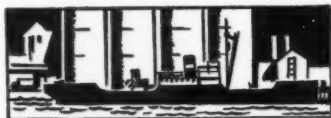
We do it with



Whether it's a grenade that makes the Rising Son rise—or a battle-wagon's salvo that lays him low—or a new airfield bulldozed into shape in time to knock him for a row of pagodas—our boys do it with ERGS.

ERGS are the tiniest measures of energy—and Energy, put to work, is Power. Power reaches into every phase of war, industry and utility to make our nation the mightiest.

Consider the power applications that make a gallon of alcohol:



Power assembles the raw materials by road, rail and water, from as far as half way 'round the world. Power weighs them, mixes them, sterilizes them, cools and dilutes them.



Power prepares the pure culture yeasts, charges the yeast tubs and fermenters—remixes and remixes—and pumps those mixtures through every stage of their processing.



Power is the prime mover of the fermentation and distillation processes. It heats, condenses, purifies, rectifies, denatures—and weighs and delivers to war and industry.

And, all along the line, it's the POWER ENGINEER!

He makes all those wheels go 'round—and so is the most important key-man on earth. In 85 per cent of all cases, he also buys his firm's power equipment—or is consulted before *anyone* buys anything that *uses* power.

25,071 Power Engineers subscribe to POWER—and use POWER to help make up their minds—and others' minds—regarding needs. Thus POWER is your "in" to the conferences that help shape all destinies—including your own!



ABC A. M. GRAY HILL PUBLICATION - 330 NEW YORK CITY - NEW YORK N.Y.

MARCH 1, 1945

[119]



Why is She like a Lee Larson Highway Display?

That's easy—because she's easy on the eyes. But LEE LARSON HIGHWAY DISPLAYS are far more than an eyeful of nice lines. They are designed to SELL and their performance proves they do!

- A COMPLETE SERVICE from idea to installation.
- ANY SIZE, TYPE, QUANTITY, on rental basis.
- NATIONAL OR SECTIONAL COVERAGE for sure sales success.
- EMINENTLY SUCCESSFUL RECORD in serving foremost national advertisers in wide variety of fields... automotive, beverage, insurance, paints, home appliances, foods and many others.

Now is the time to make plans for the day when *highways* will be the shortest distance to your customers. Early consultation recommended in view of manpower and material factors.



LEE LARSON & CO.

ESTABLISHED 1929

● WAUKESHA, WISCONSIN

out that some steel companies are producing stainless steel wire in diameter comparable to that of the threads used in silk or nylon hosiery. It also has been revealed that the steel industry is planning to market colored steel—a development which would be hailed by the automobile factories as it would eliminate or greatly reduce costly paint jobs.

.....air-travel comfort for post-war travelers will be made possible by the Electronic Cabin Temperature Control System, a development of the Minneapolis-Honeywell Regulator Co. This new control system is a package unit weighing slightly under eight pounds and is designed to hold automatically any cabin temperature selected by the pilot. To passengers this means perfect comfort conditions under all kinds of flying weather, and to pilots and stewards it means an end to passenger complaints and the nuisance of constantly making adjustments of manual controls. The development



Temperature control unit for planes.

is important in view of the fact that an airplane moves from one temperature condition to another in a matter of seconds, and sometimes these changes are as much as 50 degrees or more. Connected to the master control switch in the cockpit, the new control system is automatically turned on when the pilot starts the engine. However, unless heat is required immediately, the heating system remains inoperative until outside temperatures fall to a point requiring the addition of heat for passenger comfort. At this point, without any attention from the pilot at all, the heating system starts delivering heat to the cabin in the exact amounts needed to maintain the pre-selected temperature—usually 70 degrees.

SALES MANAGEMENT MA

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**Facing
the future
..today**

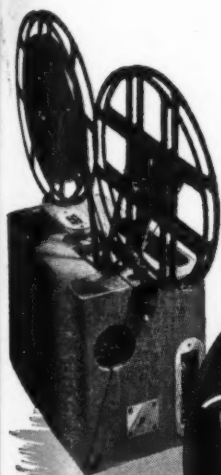
AT THE HEIGHT of war production, blueprints of peacetime industry are on the drafting boards. Products are being planned, sales campaigns outlined. Even before production — and long before sales — fast and efficient training will be essential for plant, service and sales personnel. For these purposes there is no tool more helpful, no method more rapid and thorough, than the training and teaching available with Victor 16mm Sound Motion Picture Equipment.

Clearest in reproduction of sound and pictures, most simple in operation, precision built for trouble-free performance, Victor 16mm Sound Motion Picture Equipment is ideal for any industrial and commercial training and sales program.

VICTOR — first yesterday, foremost today, the leader tomorrow.

VICTOR ANIMATOGRAPH CORPORATION

Home Office and Factory: Davenport, Iowa
New York (18), McGraw Hill Bldg., 330 W. 42nd St.
Chicago (1), 188 W. Randolph



Insure your future
BUY BONDS

SIGHT SOUND SEQUENCE
THE WORLD'S GREATEST TRAINING

MARCH 1, 1945

[121]



Business ACTIVE In An ACTIVE market!

Further evidence of the importance of Winston-Salem as a MAJOR market in North Carolina is seen in the Federal Reserve release of bank clearings for 1944.

Clearings reported for the year ending December 31, 1944, were \$812,752,000—which is a lot of activity for a market this size.

Bank resources, the figures also show, shot up \$55,000,000 during 1944 over the previous year.

Advertisers with a story to tell or something to sell cannot afford to overlook Winston-Salem in North Carolina.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives:
KELLY-SMITH COMPANY

Big-Name Branded Products Go to School to Serve as Teaching Aids

AN increasing number of the Nation's well known branded products are being lured—of all places—to classrooms—to serve as teaching tools.

For instance, Burnham & Morrill Co., Portland, Me., recently published an attractively illustrated booklet, for free distribution in schoolrooms, on the history of one of America's basic foods — New England's traditional baked beans.

Beans and History

According to this interesting little work, beans, as a food, contributed to the opening chapters of our country's history. Shortly after the Pilgrims landed from the Mayflower, their little colony ran tragically short of food. Had it not been for friendly Indians many would have perished of starvation. The Indians brought the Pilgrims beans and, furthermore, taught them to cook them "Indian-style."

The red men's method was to dig a hole in the ground into which they placed stones which had been brought to a high heat in a campfire. On top of these hot stones they stood their crock of beans. Then they covered the hole with sods, sealing in the heat, and allowed the beans to cook slowly and thoroughly. Our early New England ancestors quickly adopted baked beans

as one of their most nourishing and standard dishes.

The first homes they built generally were equipped with great brick ovens and in these the beans, flavored with molasses, were placed in open bean pots and baked in these ovens an entire day.

New-England's baked beans, the booklet points out, do differ from ordinary baked beans. Webster's New International Dictionary, 2nd Edition defines New England baked beans this way: "Baked beans flavored with molasses and cooked slowly so as to leave the beans whole."

The booklet also reveals how baked beans came to be the popular Saturday night supper. Our New England forefathers, as we know, were deeply religious. It seems that it was held a sin to cook on Sunday. So housewives of those times did this. They baked big pots of beans to be eaten hot on Saturday night and be enjoyed as a substantial food on the Sabbath. In New England, these flavorful Saturday-baked bean suppers are still a time honored custom.

This custom spread to other sections of the country, the booklet explains because westward-bound New Englanders brought their favorite recipe and traditions with them.

Cannon Mills Inc., New York City.

Magic Market of 1945*

Opportunity knocks louder in Knoxville,
America's Magic Market . . . Since 1939
population has doubled, business and
banking activity tripled . . . Sell this
industrial wonderland with WROL.

* See Knoxville's High Spot Cities rating this issue of
Sales Management

WROL Knoxville

NBC FOR EAST TENNESSEE

is also supplying teaching tools—guides to intelligent buying—for home economics courses in high schools in many sections of the country. Announced by Cannon before its publication, the response from schools requesting the company's new 'sheet' course has been excellent, indicating a need in home economics classes for practical teaching material of this type. "Sheet Buying and Care" supplements a similar course, "How to Buy and Care for Terry Towels" which Cannon issued a year ago and which has already been reprinted several times.

Folders Are Informative

This new Cannon course which offers simple, practical sheet information for teachers of household textiles, contains: two 22" x 34" wall charts, a Buying Guide for Sheets and Pillow cases with actual swatches of the six standard types of sheets, a chart of sheet lessons, a 12-page Teaching Manual, and for students' use a four-page perforated notebook folder containing sheet facts for study, reference and review. The last is furnished in quantity on request so that each pupil can have her own folder.

Another teaching aid which will soon be distributed to many schools and colleges where the techniques of American business are subjects of study, is an enlightening book, "Making the Headlines," published by Merrimac Hat Corp., Amesbury, Mass. This work which is liberally embellished with halftone and line drawn illustrations, is a veritable text book on hat factory procedure. It takes the reader through two of Merrimac's plants and gives him, in easy, conversational language, a complete ac-

count of "back shop" and "front shop" operations from the raw wool or fur straight through to the appearance of the finished hat on the retailer's shelves. One section of the book is devoted to the history of the Merrimac Co. from its establishment in 1856 to the present day, an account which is itself a fascinating case history of the building of a successful American enterprise.

"Making the Headlines" is crammed full of revealing data on hat making. For instance, the wearer of a felt hat may be surprised to learn that frequently as many as 60 operations have gone into the making of his particular type of headgear.

"MEET YOUR CONTRACTOR-BUILDER CUSTOMER"—

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking is about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.



PRACTICAL BUILDER

59 East Van Buren

Chicago 5

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

for

CATALOGS
MANUALS
INSTRUCTION
BOOKLETS
PORTFOLIOS
PROPOSAL
COVERS

Kroydon Cover is distributed by leading Paper Merchants throughout the country

COMPANION COVER LINES

TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY
SPRINGFIELD 7, MASSACHUSETTS

**Buffalo Families
Will Spend
\$1,266,000,000**

According to a recent survey, 181,660 families in the Buffalo area have now saved \$3,432,300,000. More than one-third of this amount will be spent immediately for home requirements after the war.

This tremendous post-war market can best be reached by advertising in the

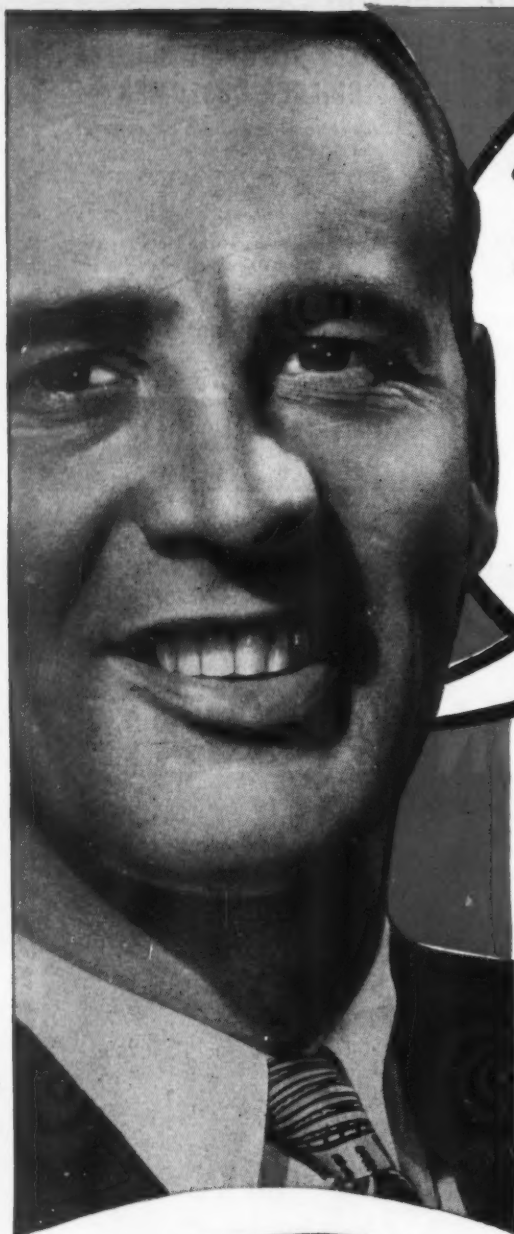
Buffalo

**COURIER
EXPRESS**

*Only Morning and Sunday
Newspaper in Buffalo*

MARCH 1, 1945

[123]



**MY PRODUCTS? OF COURSE
THEY'RE PACKED IN CANS!**

**CANS ARE SO
TROUBLE-FREE!**

**Cans are safe—no breakage, no light-spoilage...
and they're tops for shipping, storing, and
display**

• "Take it from me, a manufacturer...and I'm sure I can speak for retailers and consumers, too...we all prefer products in *cans*. Here's why! Cans save us a lot of grief. Steel-and-tin cans don't break, crack, split, or tear. They're light, compacteasy and economical to pack, ship, handle, store, display.

"Cans give products lots of sales appeal. Their smart and brightly colored labels (which can be lithographed right on the cans) attract attention, make brand recognition easy, help sell goods. And cans protect product quality...keep out air, light, dirt.

"I'm thoroughly 'sold' on products in cans. Retailers are, too. And so are consumers. It'll be a great day for my industry when there is an unlimited supply of cans again!"



DO YOU KNOW THESE

5 MAJOR REASONS

Why Consumers Prefer GOODS IN CANS?

1. Cans don't break, crack, split, tear.
2. Goods in cans keep better, longer.
3. Cans prevent air- and light-spoilage.
4. Cans are more convenient.
5. Cans are more economical.



National Ad Campaign Tells Story Of Cans To Public

Ten national magazines and Sunday supplements coast to coast carry more than 30,000,000 printed messages each month to the families of America, telling them of the many advantages of the steel-and-tin can.

CAN MANUFACTURERS' INSTITUTE, INC., NEW YORK

NO OTHER CONTAINER PROTECTS  LIKE THE CAN

Campaigns and Marketing

Airports as Markets

The certain post-war expansion of private and airline type of flying fields and airports will see the evolution of these aviation facilities into community centers which will foster extensive and varied business activities. This was forecast by William A. Washburn, Jr., manager, Airport Division, Gulf Oil Corp., at the 'clinic' luncheon recently sponsored by the Haire Publishing Co., New York City, publishers of *Airports* and *Aviation Equipment* magazines.

It was pointed out that with some 3,000 airports presently in operation in the United States and the additional 3,000 more on the docket for the immediate post-war period, one could readily formulate some idea of the vast market potentials for operating and maintenance equipment alone.

Hervy Law, manager, Washington National Airport, Washington, D. C., painted a convincing word picture of the markets which will naturally develop at our modern airline terminals for non-aviation activities. He specifically mentioned the establishment and operation of hotel, restaurant, soda fountain, garage, banking and shopping facilities.

Advertising Advertising

Parade of Stars, NBC's program promotion campaign, has become a year-round effort slanted toward building more audience for all NBC commercial programs it was revealed February 8 at a special exhibit and luncheon.

Every NBC commercial program participates in the campaign—111 day and night-time programs in all. In addition, individualized promotion kits are tailored for each program at no cost to clients or agencies. Furthermore, every NBC station supports the campaign with local promotions adapted to produce the best results in its coverage area.

In the slide film and motion picture presentation reporting the first three months' results of "Parade of Stars," Charles P. Hammond, NBC director of advertising and promotion, revealed that on-the-air promotion by the network and its stations amounted to \$432,245, based on the lowest station rates.

In this initial three-month period, according to this report, NBC and its affiliated stations placed close to 1,500,000 lines of advertising in

papers having a total circulation of more than 38,000,000. The stations used 517 newspapers in 343 cities for their advertising.

The report also showed that 18,465 car cards, 408 window and other displays, as well as 459 outdoor posters were utilized.

In addition to a comprehensive direct-mail campaign, NBC supported

Morton Salt Co. is showing grocers how to sell more grapefruit and more salt by displaying this poster at point-of-sale. Sugar is scarce; salt works as well or better, says Morton to Mrs. Consumer.



its affiliates' local activities with an eight-week movie trailer campaign. Featuring network night-time stars, the trailers were seen in 726 theaters by more than 28,000,000 people in 111 station cities having a population of 22,000,000.

Record Maker

The Majestic Radio and Television Corp., Chicago, is entering the phonograph recording industry, with a new company to be known as Majestic Records, Inc. The move is in line with Majestic's plans for expansion into fields allied with radio, television, and the entertainment world.

The new company will have recording studios and offices in New York City and a manufacturing plant in Newark, N. J. Plans are to proceed immediately with the recording, manufacturing and selling of phonograph records, with a variety of records, popular, classical, symphony and concert waxes, together with specialties.

To form Majestic Records, Inc., its parent, Majestic itself, purchased three established concerns in the recording field — Transcriptions, Inc., New York City; the Classic Record Co., New York City; New Jersey Plastics, Inc., Newark, which possesses a factory with facilities to make possible a pressing capacity which will assure Majestic an early establishment in the industry.

Foote, Cone and Belding will handle the advertising for the new company.

How to Keep Warm

What happens when a company can't fill its orders? It happens pretty often these days and it presents a problem—somehow the public good-will must be salvaged, somehow the company name must retain its potency, in spite of little, or nothing, to sell.

How one company met the problem through advertising, gives reason for hope to many others in the same boat. New England Coke Co., Boston, is launching a campaign in local papers and periodicals to acquaint Bostonians with its problem and to offer the only possible solution. Because, the advertisements say, of a winter which brought unusual demands for fuel, and less fuel arriving due to the transportation problems, New England Coke simply could not keep the supply equal to the demand. Straightforwardly, without any bush-beating, the company is urging customers to buy other kinds of coke and it even suggests the use of other fuels.

For thirty years

it has been the privilege of

The Jam Handy Organization

to assist America's business leaders

with

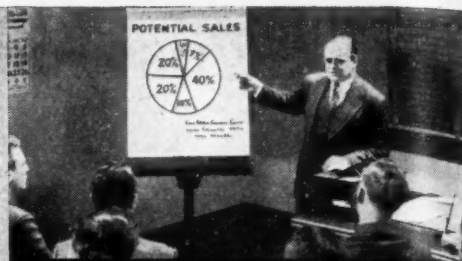
visual
interpretations

of their ideas to audiences

both small and large

The
JAM HANDY
Organization

NEW YORK ★ WASHINGTON ★ DETROIT ★ CHICAGO ★ DAYTON ★ LOS ANGELES



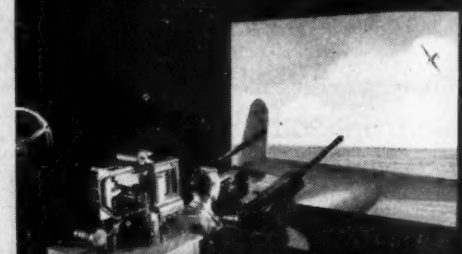
Illustrated Talks



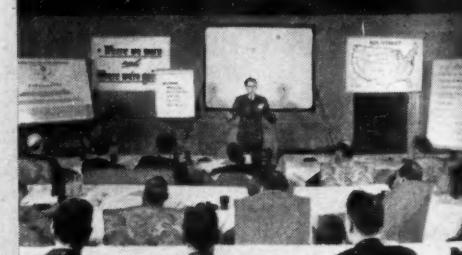
Group Presentations and Showings



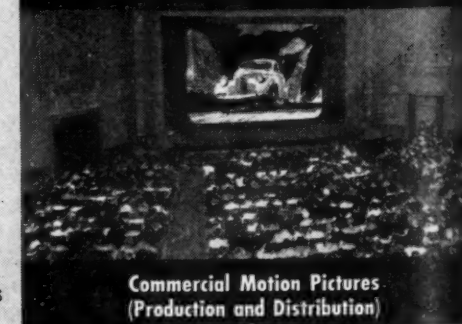
Slides and Slidefilms



Special Devices for Personnel Training



Planning Assistance for Visual Demonstrations



Commercial Motion Pictures
(Production and Distribution)

At the bottom of the initial advertisement is a message asking for co-operation—don't order if you have more than five days' supply on hand—order in advance—be home for deliveries.

Frazer Plan for Selling

Joseph W. Frazer, chairman of Graham-Paige Motors Corp., has announced the completion of plans for the marketing of the company's post-war automobile. Franchises probably will be awarded to some 1,200 distributors within the next 90 days.

In discussing the company's post-war and refinancing plans, Mr. Frazer said that his company would operate exactly as many automobile concerns which have been selling direct to dealers. Dealers will function under distributors in territory allotted to them. Anticipated are a dealer body of 3,500 to 4,000 with distributors making appointments as cars become available and volume increases.

Automobile distributors, in rural areas, will handle the company's Rototiller, flame cultivator and tractor—farm implements which it has announced it will build.

3 Phases for Frigidaire

Frigidaire Division, General Motors Corp., is announcing its 1945 advertising program which will have three distinct phases.

Last year the company had great success with its service-type advertising, emphasizing conservation of both food and equipment—both important to the war effort. This advertising gave helpful hints on the care and use of refrigerators. Such advertising received so much commendation from government agencies that Frigidaire decided to continue the series—as the first phase of the year's program.

The second phase will emphasize advantages consumers have indicated they want in the company's post-war products. Instead of the traditional pre-war slogan, "Buy the favorite—Buy Frigidaire," this year's catch phrase will be, "Look to the Favorite—Look to Frigidaire."

The third, and final phase, is directed to post-war purchasers of the company's commercial refrigeration and air-conditioning equipment. Featured will be the many and varied businesses that use such equipment and the different applications for its usage.

Frigidaire is continuing its campaigns in publications reaching special groups such as home economists, teachers, architects and builders, and appliance dealers.



SALESFOTO VISUALIZER

Complete sales kit for 30 to 50 photos. Pockets for order books, sales data, etc.

STEBCO SALES PORTFOLIOS

INCREASE SALES EFFICIENCY WITH VISUAL SALES PRESENTATIONS

the modern way to sell your products quickly, convincingly, completely

A national reputation for styling and quality manufacture has brought us the patronage of many of the nation's finest sales organizations.

No matter what your problem, we can produce for you efficient sales or adver-

tising portfolios that will pay you dividends. Naturally, present circumstances limit our production. We will welcome your inquiries and will contact you as soon as conditions permit. Write us today about your sales presentation problems.

STEIN BROS.

Sales Case Specialists Over 25 Years



MFG. CO., INC.

231 S. Green St., Chicago 7, Ill.

FALL RIVER—A High Spot of Industrial NEW ENGLAND

MILLIONS OF YARDS of FINE COTTON CLOTHS

are being manufactured week after week by *Fall River's great textile plants*, for our Armed Forces. The gay patterns are a wartime casualty, but postwar consumer demands will keep these great factories teeming in peacetime.

• • • • •

Fall River's textile industry contributes greatly to an industrial payroll alone that exceeds \$50,000,000.00 annually.

A Compact, Urban Market Completely Covered by One Newspaper

FALL RIVER HERALD NEWS

FALL RIVER, MASSACHUSETTS

Over 36,000 Daily, A.B.C.

Represented Nationally by KELLY-SMITH COMPANY

New York Philadelphia Chicago Detroit Boston Atlanta San Francisco

**... WHEN YOU GO
WEST OF CHICAGO**

STOP

**IN THE
QUAD Cities**

**More Retail BUYERS
Than in any MARKET
BETWEEN
CHICAGO and OMAHA
MINNEAPOLIS and ST. LOUIS**



The Quad-City market (Davenport-Bettendorf, Rock Island, Moline and East Moline-Silvis) includes the largest (218,000) concentration of retail buyers between Chicago and Omaha, and between Minneapolis-St. Paul and St. Louis, according to Hooper '43 and '44 surveys.

Hooper shows
the Quad-City
Market is deliv-
ered ONLY by

WOC

DAVENPORT, IOWA

FREE & PETERS, INC. NAT'L REPRESENTATIVES

BASIC BLUE • 5,000 WATTS • 1420 Kc.

Last Call for SM's \$300 Prize Contest!

THE EDITORS OF SALES MANAGEMENT believe it's time to turn the spotlight on some of the practices that are giving salesmanship a black eye.

SOME OF THE POLICIES WE REFER TO ARE PLAINLY DISHONEST . . . such as hiring salesmen by painting a blatantly false picture of what he can earn on a straight commission basis.

SOME ARE UNFAIR . . . such as adoption by the "house" of juicy accounts a salesman has spent long months in developing to the stage of productivity.

SOME ARE MERELY STUPID . . . like expecting a man to go into the field and make good without any preparation or sound training.

SOME ARE UNWISE . . . such as compensation arrangements which give a man no steady income to guarantee his family the necessities.

SOME ARE ANTI-SOCIAL . . . such as failure to provide for men who grow old in a company's service.

SALES MANAGEMENT wants to drag some of these things out into the open for frank discussion. The editors are offering 12 prizes of \$25 each for the best letters on the subject. Letters should deal with only one point of policy . . . should explain why the policy cited should be "outlawed." Entries should be limited to 1,000 words. The editors will select the winning letters to be printed in SALES MANAGEMENT. Entries close March 15. Address your letters to A. R. Hahn, Managing Editor, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

CARTE BLANCHE

OF COURSE, you know that *carte blanche* means the unlimited authority given to an Ambassador. But do you know where to get "Business Ambassadors" that have this same authority . . . message-in-type that carry this same dignity and prestige?

The answer is R. O. H. Hill, Inc., specialists in the design and manufacture of letterheads, business cards, and announcements that have earned the name—"Ambassadors to American Business". The service is complete from design to finished product, or you can use any part that fits your needs.

Remember—next time you need an Ambassador-in-type, consult R. O. H. Hill. We'll send prices, samples, anything else you want, at no obligation.

R.O.H. HILL, INC.

Engravers and Thermographers

270 Lafayette Street, New York 12, N. Y.—CAnal 6-6340

Designers and Manufacturers of Important Business Ambassadors.

Special Announcements—Letterheads—Business Cards—Certificates

Martha knows Best



ANYONE WHO listens to WOR's Martha Deane knows what one great woman's program conductor thinks of *vital* programming and how to handle it on the air.

Nobody is more acutely aware of this than the approximately 500,000 women who each weekday afternoon at 3:00 dial her diligently and listen devotedly to what she has to say.

The *aliveness* of the WOR Martha Deane program is the reflection of a distinct personality, and a method of programming that has long made WOR the provocative and action-arousing station that it is. Advertisers who use the Martha Deane show share in this *vitality* and the results they obtain are accordingly more effectual.*

*We can supply you with masses of facts to prove this.

If you're an agencyman or a sponsor with a show problem on your mind, why not call WOR today? Our gifted showmen, who are also skilled salesmen, have a proven record for producing the kinds of shows that make advertising on WOR more productive, and thus reduce a low first cost.

—that power-full
station

WOR

at 1440 Broadway, in New York

MEMBER OF THE MUTUAL BROADCASTING SYSTEM

MARCH 1, 1945

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Media & Agency News

Radio

To meet the growing need for adequate coverage of events during this—Radio's 25th Anniversary—year, the National Association of Broadcasters News Bureau has been re-staffed, with Harlan "Bruce" Starkey as its chief. The Bureau also will provide general information, historical data, educational, and promotional material.

* * *

The Blue Network of the American Broadcasting Co., Inc., announces the election of three new vice-presidents, and the creation of a new department within the network. C. P. Jaeger, general sales manager, Fred Smith, director of promotion, publicity, and advertising, and Charles E. Rynd, formerly treasurer, are the new vice-presidents. The new department, to be known as News and News Features Department, will be responsible for all news and news features presentations, on the network and for national and international coverage of news events. In charge is Robert E. Kintner, now a vice-president. The recently expanded Washington office will also be under the direction of Mr. Kintner.



C. P. JAEGER,
new vice-president,
Blue Network.



FRED SMITH, new
director of promotion,
Blue Network.

R. E. KINTNER,
in charge, D. C.
offices of Blue.



HARRY A. LEBRUN,
national sales manager
for WCKY.



CBS announces the inauguration of a special 60-week, three-part course in the operation of television studio and transmitter equipment open to its technical employees. The course, given by the Division of General Education and College of Engineering of New York University, will be under the direction of Dr. Peter Goldmark, CBS's director of engineering research and development, and Robert Serrell,

a member of the network's television engineering operations. Enrollment has reached 175.

* * *

Appointment of Harry A. LeBrun as national sales manager of WCKY, Cincinnati, is announced . . . Rudolph Bloom, Jr., is WCAU's (Philadelphia) new director of public relations. Mr. Bloom has been recently relieved from active duty in the Army for physical disability. He served as a lieutenant in the Infantry.

Newspapers

John F. Prell has been named to the post of country circulation manager of *Omaha World-Herald*, with C. C. Paxton, Jr., as assistant to him. David W. Calvert, former country circulation manager, and with the newspaper for nearly 25 years, has resigned to purchase, with George Grimes, former managing editor of *The World Herald*, their own newspaper. The partners have bought the Oxnard (Cal.) *Press-Courier*, and will take over the paper about March 1. . . . *Chicago Tribune* announces that it received a total of 344,411 telephone calls during 1944, from people seeking information about foreign news happenings—an increase of 349% over the preceding year.

* * *

For its 1945 series of monthly luncheon meetings, the New York Newspaper Promotion Managers' Association is inviting top-ranking media directors to tell the unvarnished truth about newspaper promotion as they see it.

At the February meeting Joe Braun of Kenyon & Eckhardt commented on the high ranking which he gives to non-competitive studies, such as those where all of the newspapers in a city get together and sell (1) the market, and (2) the market's newspapers as a medium. Such presentations, he feels, are likely to be unbiased and soundly constructive. One of his pet hates is the newspaper promotion piece or advertisement which emphasizes a paper's gain in circulation or lineage, but lacks the data for competitive papers.

* * *

John A. McWethy has been named manager of *The Wall Street Journal's* Chicago news bureau, and Edward J. Lally, Jr., is appointed manager of that newspaper's Cleveland news bureau.

Magazines

Time magazine, after a survey, concludes that almost twice as many

SALES MANAGEMENT



\$47.97 FOR PETE JONES THIS WEEK

Pete is one of the million or more men and women living in the Los Angeles-Long Beach area who work in industrial plants. Pete's just a plain, ordinary guy . . . earns good dough, buys War Bonds, spends the rest for family needs. And Pete likes to listen to the radio . . .

KGER AIMS TO PLEASE PETE . . . AND DOES!

KGER's programs intentionally are of the "middle class" type . . . the kind enjoyed by the greatest mass of people. KGER's programming, intensive coverage of Los Angeles-Long Beach, and low rates, is a hard combination to beat. Why not get the whole story?



Represented Nationally by Spot Sales, Inc.
New York Chicago San Francisco Los Angeles

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"No Burton Browne client has a competitor with better advertising"



BURTON BROWNE
ADVERTISING

619 NORTH MICHIGAN AVE.
CHICAGO 11 • TEL. 3800

A New Business Tool....

THAT PROMOTES EFFICIENCY IN MANY IMPORTANT FUNCTIONS

SELLING

Cinefilm field presentations to customers and prospective customers help close more orders, faster. Buyers see your products or service in action. No point is missed; the complete selling story is told in proper sequence. Houston equipment speeds the complete processing of selling films, with duplicates in any desired quantity for field offices and salesmen.

TRAINING

Factory and office workers, sales and servicemen learn faster when they see their jobs done right on cinefilms. 90% of learning comes through the eye. Educational films of all sorts to increase personnel efficiency are quickly produced with Houston processing methods.

RECORDING

Houston processing methods make the complete preparation of microfilm records of basic business procedures a convenient, economical job. A ton of essential records can be filed in a thimble with space-saving microfilm. Customers' accounts, engineering designs, checks, notes, drafts and other business data can be stored in 1% of space required for ordinary paper records.

PRODUCT EXHIBITS

Film showings at business exhibits, in windows and other displays add action and selling power to such promotion.

TELEVISION COMMERCIALS

With television ready to go at war's end, business concerns with Houstons will be all set to prepare films for their television commercials. This is another example of new uses being uncovered for Houston processing methods every day.

EXPERIMENTS AND TESTS

Engineering and production executives will see the value of films showing day-to-day progress of product improvements, refinements, etc. Film analyses of materials and processes return many times their small original cost.

TIME AND MOTION STUDIES

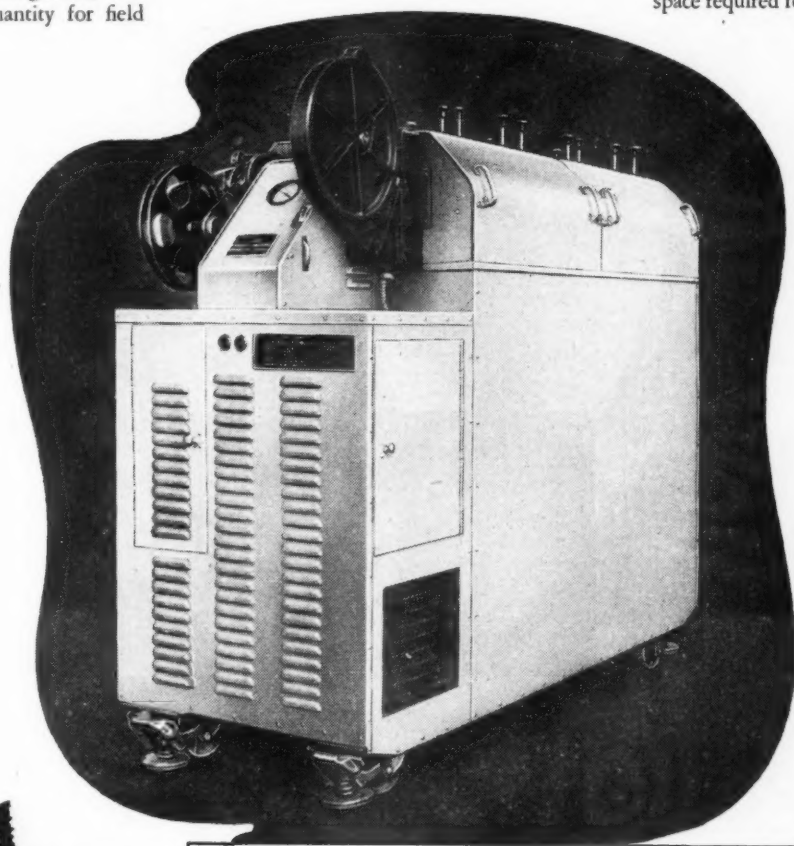
The camera won't lie, and Houston equipment will process accurately and clearly motion pictures of operations, systems, procedures, etc.

PUBLIC RELATIONS

It's easy, quick and profitable to produce high-quality films that tell the story and service of your company when there's a Houston on the job.

GENERAL COMPANY ACTIVITIES

Meetings, sports, dinners, all company functions and activities can be filmed and quickly processed on Houston equipment.



HOUSTON'S NEW MODEL 11 PROCESSOR

Handles complete processing of 16 mm. combination negative, positive and reversal film. An entirely self-contained, precision-built unit; no additional equipment required. Write for descriptive literature.

Houston

"TOMORROW'S PROCESSING METHODS TODAY!"

THE HOUSTON CORPORATION
11801 W. OLYMPIC BLVD., LOS ANGELES 25, CALIFORNIA

MARCH 1, 1945

[131]

21 YEARS OF
Leadership!

W
590 K.C.

BASIC
NBC

W
5000 WATTS

OMAHA + 333
COUNTIES

JOHN J. GILLIN, JR., PRES.
JOHN BLAIR GEO. REPRESENTATIVE



WE CAN'T STRETCH STEEL AND STONE!

We would if we could! We stand a better chance of accommodating you if you'll do three things:

- ✓ Make a trip only when you must!
- ✓ Stay only as long as you need!
- ✓ Let us know as far ahead as you can when you will arrive and how long you'll stay.

HOME OF THE *Hawaiian Room*
Hotel Lexington

CHARLES E. ROCHESTER, Vice-Pres. and Mng. Dir.
LEXINGTON AVENUE AT 48th ST., N. Y. C., 17

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people will travel abroad after the war as before. The survey was made among a cross-section of the magazine's readers. 348,000 are planning to go to Alaska," someday," 310,000 are England-bound, and 304,000 want to see Hawaii. Few of the respondents expect much trans-Atlantic or Pacific travel "within the next five years."

* * *

Harold Hutchins, former editor of *American Druggist*, has joined the executive staff of Fawcett Publications. He will revive a weekly newsletter to advertising, drug and cosmetics fields, which was published by him under the title of *Drug Whirl*, while he was with *American Druggist*. The newsletter will carry another name and will be published under Fawcett's auspices. . . . Arnold Shaw is the new managing editor for *Swank*, a magazine for men. . . . *Good Housekeeping* and *Harper's Bazaar* are opening a joint fashion office in Los Angeles, which will be headquarters for editorial representatives who will report on style designs and productions on the Pacific Coast.

Agencies

Big news on the agency front is the announcement that Harold B. Thomas, former vice-president of Sterling Drug, Inc., has resigned to join

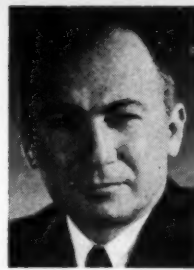


HAROLD B. THOMAS,
new partner at Pedlar & Ryan, N.Y.C.

Thomas L. L. Ryan as a partner in the advertising agency of Pedlar & Ryan, Inc. Mr. Thomas has been associated with the drug industry for the past 25 years, and for the past 14 of them he was with the organization he leaves now.

* * *

Preparing for its expanded post-war activities, Brooke, Smith, French & Dorrance, Inc., Detroit and New York City agency, announces the appointment of Henry B. Selleck and George J. Johnston as vice-presidents of the company. . . . George MacGovern, Lt. Col., General Staff Corps, A.U.S., has joined the New York City office of MacFarland, Aveyard & Co., Chicago, following three and a half years in Government and war activity. Allen B. Dicus has been named general manager of the Chicago office of the agency, and Ralph E. de Castro has



MACGOVERN



DICUS

joined the New York City office as director of copy and account executive. . . . Perry Githens is elected vice-president of the J. M. Mathes, Inc.

* * *

A New England agency, The Howard-Wesson Co., Worcester, which began more than 40 years ago as an engraving house, and 10 years ago began to assume many of the functions of an advertising agency, announces its reorganization along straight agency lines, with Milton L. Fitch as president. . . . Robert Seidel, has announced the reestablishment of his advertising agency in New York City. For many years Mr. Seidel was president and radio director of his agency in Washington, D. C. Until recently he was with The Billboard Publishing Co. The agency will be known as the Seidel Advertising Publicity Agency. . . . Lt. John D. Anderson, U.S.N.R., rejoins J. M. Mathes, Inc., effective immediately, as an account executive.

* * *

Accounts . . . Saraka, a bulk laxative, to Marschalk and Pratt Co. . . . The newly formed Chemical Department of the General Electric Co., to Benton & Bowles, Inc. . . . All institutional advertising of Westinghouse Electric and Manufacturing Co., to McCann-Erickson, Inc. . . . The First Three Markets Group, comprising the Sunday Rotogravure sections of the *New York News*, *Chicago Tribune*, and *The Philadelphia Inquirer*, to Anderson, Davis & Platte, Inc.

Outdoor

Stanley V. MacArthur, recently with McCann-Erickson, Inc., has affiliated with Douglas Leigh, Inc., as vice-president.

Business Papers

The editorial management of *Automobile Topics* has been taken over by Thomas F. Cullen. . . . Robert T. Schott, former director of Aeronautics for the City of Fort Wayne, and manager of Smith Municipal Airport, has joined the business staff of *Aviation Maintenance*, with his headquarters in the Cleveland office.

SALES MANAGEMENT

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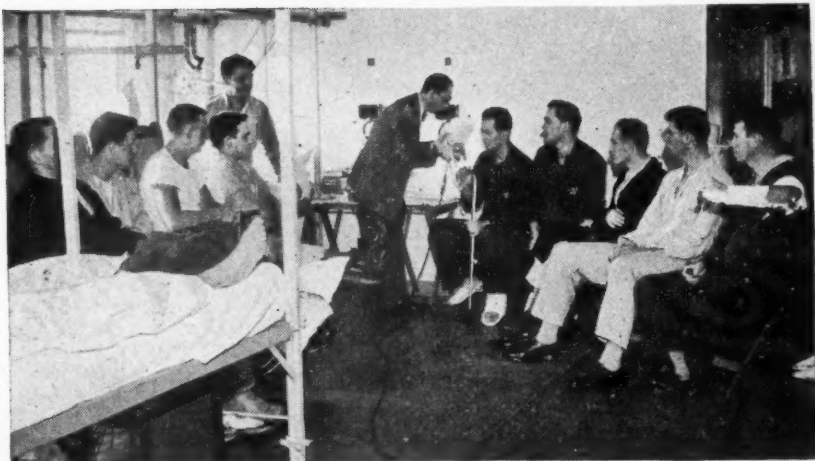
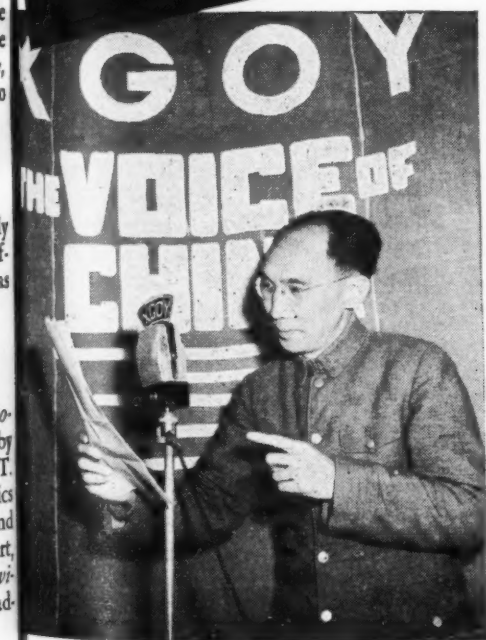
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An "ice-cream bender" back in the old home town was planned in France by Major Don A. Pomeroy, Jr., command pilot of the 8th Air Force, and WGAR's War Correspondent Dave Baylor, scheduled for "if and when we get back". They did. Pomeroy is one of the many Cleveland lads whose voices have "come home" over WGAR's war programs, direct from the battle fronts.

WGAR

CLEVELAND'S FRIENDLY STATION



From China, Cleveland's "friendly station" brings to Ohio families news of their boys. Every week, the station features from Chungking broadcasts of Mike Peng, who interviews our boys in the ancient, celestial empire.

At Crile Hospital, wounded Ohio service men originate programs over WGAR every week, programs that take familiar voices back to home firesides.

A Mass Distribution Market Efficiently Geared to Handle Post-War Mass Production!



The "5 and 10's" are the Department Stores of the masses. These stores handle over 30,000 different items popularly priced, from 5c to \$5.00 and over, to meet the needs of the masses. No matter what size city, town, or village you go into, the syndicate variety stores get the traffic.

Many of these stores do over a million dollar annual volume.

In the 5000 odd stores comprising the big 12 group, the average annual volume per store is over \$275,000.00. In this important group of stores alone, which did a volume of \$1,411,685,655 in 1944, The Merchandiser gives you a coverage of nearly 12,000 key people.



The "MERCHANDISER"

is a highly specialized medium catering exclusively to the 5 & 10 to \$1.00 and up syndicate variety stores.

Editorially slanted to the problems and interests of the store managers and their assistants, who do the day-in and day-out ordering of merchandise for this approximately two billion dollar market.

Total MERCHANDISE-ORDERING circulation 16,514 key people in 8300 stores.

Largest audited circulation in the field

**DON'T OVERLOOK THIS TREMENDOUS
MARKET IN YOUR POST WAR PLANS!**

SYNDICATE STORE MERCHANDISER

79 MADISON AVE., NEW YORK 16, N. Y.



Promotion

True Story Breakdown

True Story began its Magazine Data Sheets as a sort of aspirin box for its sales staff. Like many a good thing begun in a small way, the idea grew. The magazine is distributing a new set of sheets now, called *True Story's* Pocket Rate and Data Book. It boasts a new format and new information, and runs into some half a hundred pages. Included are such valuables as Circulation-Distribution, Gains, Advertising Linage and Revenue Comparison (against other leading magazines), Advertisers, Circulation by Income Group—ad infinitum. Write *True Story* for a copy, 205 East 42nd Street, New York City, 17.

Who Reads The Journal?

To acquaint you with its readers in high places, *The Wall Street Journal* has a booklet, *Wherever You Find Industry You'll Find The Wall Street Journal*. It's a study of that newspaper's readership in companies spending \$100,000 or more on advertising in magazines, farm papers, and network radio in 1943. It names names (of companies) and lists the officers by title only who read the paper.

New Service

A new monthly service by the Lloyd H. Hall Co., analyzing the editorial content of the Women's Group and other Screen and Romance magazines is being made available. (Write Hall, 570 Lexington Ave., New York City, 22.) There are 13 main classifications and 80 sub-classifications to show a complete editorial breakdown of each magazine. Also shown is the ratio of editorial to magazine content.

S.M. Tips Its Hat

... to the *Newark Evening News* for cashing in on the trend to cartoon books, going great guns in the bookshops, by reprinting the best cartoons by Gibson, which have appeared in its pages. The booklet, called *Marketoons*, jumps right in to the business of laugh production with a snide drawing of a pick-up, on page 1, captioned, "Not Even an Introduction." The *Newark Evening News*, Newark, N. J., will supply you with a copy. ... To The Hillman Women's Group, for doing a bright, amusing job, *Some Women You Should Know* ... and vice versa, on the presentation of a survey of its women readers. The ladies have been classified by occupation, age, marital status, schooling, etc. Statistics therein are easy to take, via clever sketches.



He needs 43,000 more hands

You can help him. His ship is a Merchant Freighter—which can't leave port. The reason: not enough hands. The captain needs *experienced* hands who know the sea like their own back yard. Men he can count on to get a ship's supplies through... *on time*. For he knows that many a soldier's epitaph can often be written in a freighter's log. *Made port two days late*... means that the ship's supplies may have arrived too late to save the lives of a few hundred boys. You can help him put his ship out to sea by donating some of your advertising to the recruiting of experienced seamen who are now on land.

The need is desperate. There are hundreds of Merchant Marine captains who are short-handed. In the next year they're going to need 43,000 experienced seamen. 5,000 in the next two or three months and some 3,000 a month from then on. Right now, nearly twice as many men are leaving the sea as are being recruited. The situation is desperate—it's America's most critical manpower shortage. Ask a captain about it, and he'll tell you there are some 225,000 experienced seamen now holding land jobs. He's confident

they'll come back—if they're made to realize how vitally they're needed...through advertising.

Here's how. The War Advertising Council has prepared a booklet, entitled "SOS." It explains how you can help in this recruiting drive by incorporating messages in your own advertising, or using complete ads prepared for you. Every captain in the Merchant Marine Fleet sends out this "SOS." Won't you answer their call... by writing or wiring to the War Advertising Council for this helpful booklet, *right now*?



The War Advertising Council, 11 West 42nd Street, New York 17, N. Y.

Information and guidance may also be secured from regional headquarters of the Council's Sponsorship Committee. Call on the chairman nearest you.
 BOSTON: F. F. Munroe, Curtis Publishing Company • NEW YORK: John E. Smith, McCall Corporation • ATLANTA: T. C. Allen, Time & Life, Inc. • DETROIT: Charles B. Field, Curtis Publishing Company • CLEVELAND: Merrill H. Boynton, Curtis Publishing Company • CHICAGO: Norman C. Green, Crowell-Collier Publishing Co. • SAN FRANCISCO: Walter Loper, This Week Mag.

Sales Management High-Spot Cities

Retail Sales and Services for March, 1945

Retail activity in March should jump both percentagewise and in dollars over the February figures. In dollars the total volume of retail sales and services is estimated at \$6,250,000, or a gain of 64.5% over the comparable 1939 month. The 200 cities on the SM list will have 48.0% of the March sales and services volume. San Diego continues to top the nation's gains over the same 1939 month, with a city index of 374.5, which means an expected gain of 274.5%. Others among the 15 leaders in the city index volume are: Wichita, 354.5; Portsmouth, Va. 290.0; Knoxville, 280.0; Honolulu, 276.3; Chester, 276.0; Evansville, 271.6; Oakland, 265.1; San Jose, 252.0; Mobile, 251.8; Tacoma, 247.4; Topeka, 245.1; Savannah, 240.0; Lansing, 240.0; Jackson, 234.1.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business

service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates

that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month of 1939 which equals or exceeds the national change.

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

RETAIL SALES AND SERVICES (S. M. Forecast for April, 1945)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	165.5	100.0	\$6270.00
Alabama			
★ Mobile	251.8	153.1	8.28
★ Birmingham	165.5	100.6	17.25
★ Montgomery	139.2	84.6	4.20

(Continued on page 138)

SALES MANAGEMENT

In focus . . . mostly HEMPSTEAD TOWN

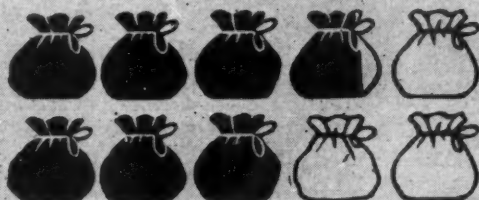
Nassau is one of New York State's richest counties.

When you bring Nassau County sharply into a market focus, however, practically all you see is Hempstead Town.

Look:



The population trend has been, still is, INTO Hempstead Town. In the county, outside of Hempstead Town, only seven communities have more than 5000 people. Only three of these exceed 10,000, the highest population being 12,415, according to the 1940 Census. In Hempstead Town there are seventeen communities of more than 5000 population — eight of them in excess of 10,000, six in excess of 12,415. Hempstead Town, eleven by fifteen miles at its widest, embraces fifty or more towns and villages with a population currently estimated at 280,000, which is 65% of the county's population.



In 1943 Hempstead Town's effective buying income, as estimated by Sales Management's 1944 Survey of Buying Power, reached an all-time high of \$394,055,000 . . . or 68% of the county's income.

With most of the populous communities of Nassau County, Hempstead Town is a densely peopled market of fifty or more Main Streets . . . community shopping centers with every type of merchandise outlets from food stores to automobile salesrooms. Branches of leading New York department stores and specialty shops, such as Loeser's, Oppenheim Collins, Best & Co., Franklin Shops and Arnold Constable, are located in Hempstead Town within easy reach of all. Facts like these, plus the fact that Hempstead Town is a market of comfortable homes (estimated to be 92% single dwellings, 78% owner-occupied), explain why retail sales volume is over \$186,000,000 . . . and why Hempstead Town accounts for 79% of the county's retail sales.

The market picture of Nassau County shows that more than three-fourths of its sales potential has been concentrated within the boundaries of Hempstead Town. Your advertising in the Nassau Daily Review-Star brings your product into the same sharp focus, since the Nassau Daily Review-Star is the only newspaper with practically all its circulation (more than 90%) within this market. Pioneer daily in Hempstead Town and a prime factor in the development of the market . . . edited to meet the family news needs of Hempstead Towners . . . the Nassau Daily Review-Star helps mold the product preferences of 115,000 people in 37,000 families who pay the higher price of 4c a copy to get this newspaper every weekday.



Nassau Daily Review-Star

Published daily except Sunday—4c a copy
HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.—National Representatives: BOGNER & MARTIN, New York, Chicago

MARCH 1, 1945

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DO YOU SELL FOOD IN NEW ENGLAND?

Then ask Gilman, Nicoll and Ruthman to have a copy of our 1945 distribution survey sent you when issued.

We do this annually, under the supervision of the New England Newspapers Advertising Bureau.

THE WOONSOCKET CALL

101,066 trading area population.
37% coverage in this plus city in busy industrial New England.

NO CURRENT RATIONING
OF NATIONAL ADVERTISING



PAGES should be in loose leaf form. Then your catalog can be kept *perpetually* up to date. No need to reprint a whole catalog just to revise a few sheets.

PAGES should be in a binder that expands to hold extra pages — up to 80%.

PAGES should be protected by a rugged, durable binder, attractively decorated by embossing in colors or hot stamping.

THIS ALL ADDS UP TO

TARCO CATALOG BINDERS

Send a sample page from your catalog. We will send descriptive circular and quotations.

TALLMAN, ROBBINS
LOOSE LEAF AND FILING EQUIPMENT
316 WEST SUPERIOR STREET
CHICAGO 10, ILLINOIS

Sales Management High-Spot Cities

(Continued from page 136)

RETAIL SALES AND SERVICES
(S. M. Forecast for April, 1945)

	City Index	Nat'l Index	\$ Millions
Arizona			
★ Tucson	196.5	119.5	4.50
★ Phoenix	195.1	118.6	8.35
Arkansas			
Fort Smith	157.3	95.6	3.05
Little Rock	148.5	90.3	8.17
California			
★ San Diego	374.5	227.7	21.20
★ Oakland	265.1	161.2	31.18
★ San Jose	252.0	153.2	7.85
★ Berkeley	215.3	130.9	5.78
★ Long Beach	188.7	114.7	16.35
★ Fresno	183.4	111.5	7.22
★ Los Angeles	180.0	109.4	114.50
★ San Francisco	178.5	108.5	45.70
★ San Bernardino	168.4	102.4	3.86
Stockton	160.0	97.3	4.63
Pasadena	156.9	95.4	7.17
Sacramento	145.1	88.2	9.32
Santa Barbara	145.0	76.3	3.87
Santa Ana	125.5	88.1	3.48
Colorado			
Denver	140.0	85.1	23.75
Colorado Springs	128.4	78.1	2.93
Pueblo	106.5	64.7	2.56
Connecticut			
★ Hartford	184.5	112.2	18.05
★ Bridgeport	170.4	103.6	12.25
★ Waterbury	166.1	101.0	7.10
Stamford	145.5	88.4	4.64
New Haven	140.3	85.3	12.65
Delaware			
Wilmington	153.5	93.3	12.00
District of Columbia			
Washington	150.0	91.2	66.00
Florida			
★ Tampa	221.6	134.7	6.58
★ Miami	205.0	124.6	20.40
★ Jacksonville	181.5	110.3	8.22
Georgia			
★ Savannah	240.0	145.9	6.02
★ Macon	208.3	126.6	3.86
★ Columbus	187.0	113.7	3.28
★ Atlanta	167.6	101.9	25.25
★ Albany	167.0	101.5	1.54
Augusta	151.5	92.1	4.07
Hawaii			
★ Honolulu	276.3	167.9	31.00
Idaho			
Boise	173.2	105.3	3.51
Illinois			
★ Rockford	200.0	121.6	6.45
★ Chicago	185.0	112.5	179.50
★ East St. Louis	178.1	108.3	4.11
★ Peoria	171.3	104.1	9.08
Moline-Rock Island			
E. Moline	141.5	86.0	5.20

RETAIL SALES AND SERVICES
(S. M. Forecast for April, 1945)

	City Index	Nat'l Index	\$ Millions
Indiana			
★ Evansville	271.6	165.1	9.26
★ Fort Wayne	183.7	111.7	8.58
★ Indianapolis	165.8	100.8	26.35
Gary	145.0	88.1	5.72
South Bend	143.0	86.9	6.90
Terre Haute	140.0	85.1	4.65
Iowa			
★ Sioux City	180.2	109.5	5.15
Cedar Rapids	152.7	92.8	4.85
Des Moines	151.5	92.1	10.90
Davenport	151.0	91.8	4.51
Kansas			
★ Wichita	354.5	210.0	12.90
★ Topeka	245.1	149.0	5.18
★ Kansas City	185.0	112.5	8.37
Kentucky			
★ Louisville	179.0	108.8	21.85
Lexington	135.0	82.1	5.12
Louisiana			
New Orleans	156.3	95.0	22.80
Shreveport	145.5	88.4	6.30
Maine			
Portland	158.0	96.0	6.69
Bangor	145.6	88.5	2.80
Maryland			
★ Baltimore	173.5	105.5	62.00
Cumberland	134.3	81.6	4.55
Massachusetts			
Springfield	150.0	91.2	11.50
Holyoke	149.5	90.9	2.85
Worcester	149.0	90.6	11.57
Lowell	146.0	88.8	5.00
New Bedford	144.6	87.9	5.15
Boston	140.5	85.4	56.45
Fall River	137.5	83.6	5.07
Michigan			
★ Lansing	240.0	145.9	9.58
★ Jackson	234.1	142.3	5.35
★ Detroit	226.1	137.4	117.50
★ Battle Creek	175.0	106.4	4.20
Bay City	163.5	99.4	4.05
Kalamazoo	160.0	97.3	6.13
Flint	156.2	95.0	12.00
Muskegon	152.0	92.4	4.05
Grand Rapids	149.0	90.6	12.95
Saginaw	145.1	88.2	5.80
Minnesota			
Minneapolis	152.6	92.8	40.65
St. Paul	150.8	91.7	20.25
Duluth	141.5	86.0	5.71
Mississippi			
★ Jackson	170.4	103.6	5.20
Missouri			
★ Springfield	181.0	110.0	3.60
★ Kansas City	170.6	103.7	29.50
St. Joseph	160.0	97.3	3.30
St. Louis	141.8	86.2	45.20
Montana			
Billings	153.3	93.2	3.18
Nebraska			
★ Omaha	177.0	107.3	14.40
Lincoln	133.2	81.0	4.77
Nevada			
★ Reno	170.4	103.6	3.45

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(S. M. Forecast for April, 1945)

	City Index	Nat'l Index	\$ Millions
New Hampshire			
Manchester ...	124.0	75.4	4.37
New Jersey			
★ Paterson	183.5	111.5	13.65
★ Newark	166.7	101.3	36.40
★ Passaic	164.5	100.0	6.20
★ Camden	147.0	89.4	7.70
Trenton	123.8	75.3	8.35
Jersey City- Hoboken	110.8	67.4	17.33
New Mexico			
Albuquerque ..	160.3	97.4	3.00
New York			
★ Elmira	186.8	113.6	3.42
★ Hempstead Township ..	177.4	107.8	19.25
★ Schenectady ...	173.7	105.6	6.25
★ Niagara Falls ..	164.5	100.0	4.60
New York ...	161.2	98.0	361.00
Rochester ...	156.9	95.4	20.00
Binghamton ...	155.5	94.5	5.96
Jamestown ...	153.1	93.1	2.18
Buffalo	147.7	89.8	28.10
Troy	133.5	81.2	3.40
Utica	132.4	80.5	5.50
Syracuse	130.0	79.0	12.05
Albany	115.5	70.2	7.45
North Carolina			
★ Durham	187.8	114.2	4.40
★ Charlotte	170.6	103.7	8.35
★ Asheville	167.2	101.6	6.34
Greensboro ...	142.0	86.3	4.21
Winston-Salem..	134.4	81.7	3.75
Raleigh	115.0	69.9	2.95
North Dakota			
★ Grand Forks ..	184.5	112.2	2.00
Fargo	143.8	87.4	3.00
Ohio			
★ Akron	218.5	132.8	17.25
★ Cleveland	188.5	114.6	64.50
★ Canton	186.0	113.1	7.50
★ Dayton	179.0	108.8	17.80
★ Toledo	174.8	106.3	18.50
Springfield ...	155.4	94.5	4.23
Cincinnati ...	153.6	93.4	35.65
Youngstown ..	147.4	89.6	11.70
Columbus	141.3	85.9	21.00
Zanesville ...	125.7	76.4	2.30
Steubenville ...	122.7	74.6	3.00
Oklahoma			
Muskogee	162.0	98.5	2.05
Oklahoma City..	161.5	98.2	17.75
Tulsa	160.0	97.3	12.15
Oregon			
★ Portland	221.2	134.5	31.50
Salem	161.0	97.9	2.75
Pennsylvania			
★ Chester	276.0	167.8	4.80
★ Erie	187.3	113.9	7.00
★ York	174.0	105.8	4.70
★ Pittsburgh	166.5	101.2	44.85
Lancaster	161.0	97.9	5.30
Philadelphia ..	145.0	88.1	112.00
Wilkes-Barre ..	141.8	86.2	5.63
Williamsport ...	140.6	85.5	2.65
Allentown	140.3	85.3	6.16
Harrisburg	137.6	83.6	6.35
Johnstown	133.5	81.2	4.85
Scranton	124.6	75.7	6.62
Altoona	125.1	76.0	4.60
Reading	118.5	72.0	6.65

RETAIL SALES AND SERVICES
(S. M. Forecast for April, 1945)

	City Index	Nat'l Index	\$ Millions
Rhode Island			
Providence ...	157.8	95.9	21.20
Woonsocket ..	154.0	93.6	2.80
South Carolina			
★ Charleston	177.4	107.8	4.58
★ Spartanburg ...	176.5	107.3	3.50
Greenville	162.5	98.8	4.55
Columbia	149.0	90.6	4.50
South Dakota			
Sioux Falls ...	175.0	106.4	3.85
Tennessee			
★ Knoxville	280.0	170.2	9.60
★ Nashville	166.8	101.4	10.50
Chattanooga ...	155.5	94.5	7.15
Memphis	146.0	88.7	19.00
Texas			
★ Fort Worth ..	207.0	125.8	13.25
★ Austin	195.0	118.5	4.40
★ Beaumont	193.0	117.3	4.05
★ Houston	188.5	114.6	28.00
★ Dallas	179.0	108.8	24.50
★ Corpus Christi..	169.0	102.7	5.62
★ San Antonio ..	168.0	102.1	13.45
Waco	163.5	99.4	3.42
El Paso	162.3	98.7	4.53
Wichita Falls..	155.5	94.5	2.65
Galveston	140.0	85.1	4.35
Utah			
★ Ogden	184.8	112.3	4.25
Salt Lake City..	140.0	85.1	13.10

RETAIL SALES AND SERVICES
(SM Forecast for February, 1945)

	City Index	Nat'l Index	\$ Millions
Vermont			
Burlington ...	123.7	75.2	2.35
Virginia			
★ Portsmouth ...	290.0	176.3	2.75
★ Newport News..	206.8	125.7	4.30
★ Norfolk	184.3	112.0	10.00
★ Richmond	176.8	107.5	17.20
Roanoke	127.0	77.2	5.10
Lynchburg	121.0	73.6	3.50
Washington			
★ Tacoma	247.4	150.4	11.00
★ Seattle	235.0	142.8	40.35
Spokane	161.5	98.2	11.10
West Virginia			
Huntington ...	157.3	95.6	4.90
Charleston	135.1	82.1	6.45
Wheeling	117.5	71.4	4.15
Wisconsin			
★ Superior	208.4	126.7	2.22
★ Milwaukee ...	200.0	121.6	37.00
★ Manitowoc ...	181.5	110.3	1.85
★ Madison	166.3	101.1	5.75
Sheboygan	160.1	97.3	2.91
La Crosse	143.5	87.2	2.55
Green Bay ...	139.2	84.6	3.40
Wyoming			
★ Cheyenne	181.8	110.5	2.15

*Sorry! he's busy--you'll
have to see him after work*



Yes, he and over twenty-eight thousand others like him represent the industrial workers in Schenectady earning an average of more than \$60.00 a week. Busy by day, you have to see them after work.

Their desire for a newspaper during their leisure hours is reflected by the Union-Star's substantial lead in City Zone circulation which has been maintained for over ten consecutive years. Delivered to more than three out of every four homes, it is this market's number one choice by leading national advertisers.

KELLY-SMITH CO.
National
Representatives

SCHENECTADY UNION-STAR

By All Standards



A GOOD Newspaper

MARCH 1, 1945

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THE OPPORTUNITY FOR THE "AMERICAN DREAM"

Ringling Bells in Human Hearts

THE great historic issue of America once more confronts us. That issue is the issue of freedom.

Gallant Americans fight on many battle fields to defend that issue. Some day the drums of war shall cease to beat the funeral march of men. We look forward with high hopes to some form of world order, for we as a people are determined that the Four Horsemen shall not ride again.

Here in America we must defend one of the most important of all freedoms in a democratic and industrial state. This freedom is economic freedom. It is the freedom to produce.

Before the impact of World War II our economy was sick. It was not growing. For 20 years, the per capita income of our people was practically static; in fact, it was slightly lower in 1936 than in 1916. The industrial upheaval of the first World War lifted our production to a plateau, so to speak, where, with wide fluctuations in the twenties and thirties, it rested for 20 years.

The people of America do not want to go back to a static economy. They are determined to go forward. The future of America holds a promise greater than the past has ever shown us—it is a new world.

In order that the promise may be realized, Government and business must have a common purpose. And that purpose must be the expansion and growth of business, the building up of the wealth of the country.

When the energies of the people are focussed on a common purpose, they do not fail. We have seen the

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By
Paul Lincoln Cornell

Mr. Cornell founded the Paul Cornell Company—merged later as Geyer, Cornell and Newell, of which he was President. In 1936 he was elected Chairman of the Board of the Association of Advertising Agencies, the highest honor that can come to anyone in the advertising profession. Retiring in 1938 to fulfill a life-long ambition, he keynoted for the Republican Party in Connecticut, and in 1940 ran for the United States Senate and was defeated. He has spent much time in Washington in the development of the National Nutrition Program, served under Henry Wallace and Milo Perkins on the Board of Economic Warfare.

force of a common purpose here in our country. In the 4 war years beginning 1916, our economy doubled in income.

Again, during this war we have seen the marvels of American productive capacity. It is a fact that we have

become the most powerful nation in the world. Leaving to one side all controversial aspects of this achievement there still remains a solid core of economic achievement unmatched in the entire history of man.

The common purpose of the future seems to be inevitable.

Our country, thirsting for the abundant life, has but to bestir itself in order to realize its dreams. It has the lands, the forests, the mines and the people. In the industrial laboratories of our Nation, today, are the patterns of processes that would remake the world.

The union of Science with Agriculture, with Industry, has great riches to bestow. If those who truly represent Agriculture, Labor, Industry, Trade and Finance will meet on common ground, soberly to consider this new world, we cannot fail.

A new spirit is abroad in our land. We know at last that the index of industrial production is closer to the hearts of the people than any magic words. It will rise and ring bells in human hearts.

But Americans will insist upon their right to work. There must be a job for every home.

We will without destroying the American tradition and American way—we will, we are going to eradicate in the days to come unemployment and poverty in America. All our American people with sound brains are considering how it can be done. The Committee for Economic Development, the National Planning Association, the Chamber of Commerce, the National Association of Manufacturers, people in agriculture, scientists, workers—yes, people of all walks of life are determining how it can be done.

The way will be found and though it be pointed out in crude and halting language, the hearts of the people will sing.

Our American dream of Freedom of Opportunity, is truly the keystone of all Freedoms. Our dream of freedom of life made richer and fuller for everyone—we call it the American dream—but it is the dream of all humanity.

Here at least we can make the dream a reality, if we but will to do it.

One of a series of guest editorials

SALES MANAGEMENT